

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 07-Jan-2013  
Invoice No: US9420  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 11/01/12 - 11/30/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212);

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	5.00		2,025.00
	5.00	USD	2,025.00
	<b>Total</b>	<b>USD</b>	<b>2,025.00</b>

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID**

## Project Diaries

Date: 07-Jan-2013  
Invoice No: US9420  
Project No: 49495

Name	Title		Description of Services Rendered
Jon Walnwright (Senior Vice President)			Billing Rate 405.00
<u>Date</u>	<u>Hours</u>	<u>Amount</u>	
Nov 29, 2012	2.00	810.00	Check before and after 11/2/09 statistics
Nov 30, 2012	3.00	1,215.00	Check before and after 11/2/09 statistics
	<u>5.00</u>	<u>2,025.00</u>	
CLEVELAND MWBE			
Total Hours			5.00
Total Amount USD			2,025.00

**NERA**  
ECONOMIC CONSULTING

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

October 24, 2012

OFFICE OF EQUAL OPPORTUNITY

OCT 29 REC'D

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

*copy*

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 09/01/12 – 09/30/12. The invoice total is \$562.50.

This invoice is comprised solely of out-of-pocket expenses for temp staff in Austin (worked on report).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

OCT 29 REC'D

**NERA**

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com**Invoice**Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USADate: 24-Oct-2012  
Invoice No: US8343  
Project No: 49495  
Director: Jon Wainwright*Copy*

Reference: For professional services for the period 09/01/12 - 09/30/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212);

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OTHER CHARGES			
Outside Services			562.50
	Subtotal	USD	562.50
	<b>Total</b>		<b>562.50</b>

**Invoice is due upon receipt. Please remit payment to:****If by check:**National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA**If by electronic means:**Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

Tax ID:

**NERA**

Economic Consulting

**Jon Wainwright**  
Senior Vice President

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3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

September 27, 2012

OFFICE OF EQUAL OPPORTUNITY

OCT 18 REC'D

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

**COPY**

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 08/01/12 – 08/31/12. The invoice total is \$17,292.50. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$356.25 for temp staff in Austin (worked on report).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

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National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

OFFICE OF EQUAL OPPORTUNITY

## Invoice

OCT 18 REC'D

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 27-Sep-2012 **COPY**  
Invoice No: US7997  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 08/01/12 - 08/31/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212);

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	41.25		16,706.25
ECONOMIC RESEARCH STAFF	2.00		230.00
	<hr/> 43.25	USD	<hr/> 16,936.25
OTHER CHARGES			
Outside Services			356.25
	Subtotal	USD	<hr/> 356.25
	Total	USD	<hr/> 17,292.50

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**Project Diaries**

Date: 27-Sep-2012  
Invoice No: US7997  
Project No: 49495

**Name Title Description of Services Rendered**

**Jon Wainwright (Senior Vice President)**

Billing Rate 405.00

**COPY**

Date Hours Amount

Aug 01, 2012	6.00	2,430.00	Worked on report
Aug 02, 2012	6.50	2,632.50	Worked on report
Aug 03, 2012	6.75	2,733.75	Worked on report
Aug 06, 2012	4.75	1,923.75	Worked on report
Aug 07, 2012	7.75	3,138.75	Worked on report
Aug 08, 2012	4.00	1,620.00	Worked on report
Aug 09, 2012	4.25	1,721.25	Worked on report; discussions with staff (CH)
Aug 21, 2012	1.25	506.25	Worked on report; worked on recommendations
	<u>41.25</u>	<u>16,706.25</u>	

**Christie Kirkendall (Research Assistant)**

Billing Rate 115.00

Date Hours Amount

Aug 15, 2012	1.00	115.00	Worked on edits
Aug 22, 2012	1.00	115.00	Worked on billing for Cleveland
	<u>2.00</u>	<u>230.00</u>	

**CLEVELAND MWBE**

<b>Total Hours</b>	<b>43.25</b>
<b>Total Amount USD</b>	<b>16,936.25</b>

# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

August 27, 2012

OFFICE OF EQUAL OPPORTUNITY

AUG 31 REC'D

*Copy*

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 07/01/12 – 07/31/12. The invoice total is \$64,876.25. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$42,500.00 for subcontractor Abt SRBI Inc. (telephone survey).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

AUG 31 REC'D

**NERA**

Economic Consulting

National Economic Research Associates, Inc.  
 Tel: 512-371-8995 Fax: 512-371-9612  
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**Invoice**

Director, Office of Equal Opportunity  
 City of Cleveland, Ohio  
 Room 335, City Hall  
 601 Lakeside Avenue  
 Cleveland, Ohio 44114  
 USA

Date: 27-Aug-2012  
 Invoice No: US7621  
 Project No: 49495  
 Director: Jon Wainwright

Reference: For professional services for the period 07/01/12 - 07/31/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	55.25		22,376.25
	<u>55.25</u>	USD	<u>22,376.25</u>
OTHER CHARGES			
Outside Services			42,500.00
	Subtotal	USD	<u>42,500.00</u>
	<b>Total</b>	<b>USD</b>	<b>64,876.25</b>

Invoice is due upon receipt. Please remit payment to:

If by check:

National Economic Research Associates, Inc  
 PO Box 7247-6754  
 Philadelphia, Pennsylvania 19170-6754  
 USA

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 ABA/Routing:  
 Account Number:  
 Account Title: National Economic Research Associates, Inc  
 Swift Code: CITIUS33-Citibank NA  
 Chips Code: 0008

Tax ID:

# Project Diaries

Date: 27-Aug-2012  
Invoice No: US7621  
Project No: 49495

Name	Title	Description of Services Rendered	
Jon Wainwright (Senior Vice President)		Billing Rate	405.00
<u>Date</u>	<u>Hours</u>	<u>Amount</u>	
Jul 03, 2012	1.00	405.00	Worked on report
Jul 05, 2012	2.25	911.25	Worked on report
Jul 10, 2012	1.50	607.50	Worked on report
Jul 11, 2012	1.25	506.25	Worked on report
Jul 19, 2012	4.00	1,620.00	Worked on report
Jul 20, 2012	1.50	607.50	Worked on report
Jul 23, 2012	4.25	1,721.25	Worked on report
Jul 24, 2012	3.00	1,215.00	Worked on report
Jul 25, 2012	7.00	2,835.00	Worked on report
Jul 26, 2012	6.25	2,531.25	Worked on report
Jul 27, 2012	7.75	3,138.75	Worked on report
Jul 30, 2012	7.75	3,138.75	Worked on report
Jul 31, 2012	7.75	3,138.75	Worked on report
	<u>55.25</u>	<u>22,376.25</u>	

CLEVELAND MWBE

Total Hours	55.25
Total Amount USD	22,376.25

**NERA**

Economic Consulting

**Jon Wainwright**  
Senior Vice President

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Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

OFFICE OF EQUAL OPPORTUNITY

July 31, 2012

AUG 1 3 RECD

*Copy*

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 06/01/12 – 06/30/12. The invoice total is \$25,601.25. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$5,250.00 for subcontractor Colette Holt & Associates (telephone conferences with City; review City documents; review session transcripts).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

**NERA**

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

**Invoice**

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 31-Jul-2012  
Invoice No: US7286  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 06/01/12 - 06/30/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	50.25		20,351.25
	<u>50.25</u>	USD	<u>20,351.25</u>
OTHER CHARGES			
Outside Services			5,250.00
	Subtotal	USD	<u>5,250.00</u>
	Total	USD	<b>25,601.25</b>

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

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Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

Tax ID:

## Project Diaries

Date: 31-Jul-2012  
Invoice No: US7286  
Project No: 49495

Name	Title		Description of Services Rendered
Jon Wainwright (Senior Vice President)	Billing Rate		405.00
<u>Date</u>	<u>Hours</u>	<u>Amount</u>	
Jun 04, 2012	4.50	1,822.50	Worked on report; worked on misclassification instruments and file
Jun 05, 2012	4.00	1,620.00	Worked on misclassification instrument and file; worked on report
Jun 08, 2012	3.00	1,215.00	Worked on census statistical analysis; worked on credit disc. analysis
Jun 19, 2012	8.25	3,341.25	Worked on master contract/subcontract file; worked on misclassification survey; worked on report
Jun 20, 2012	8.50	3,442.50	Worked on master contract/subcontract file; worked on misclassification survey; worked on report
Jun 21, 2012	7.50	3,037.50	Worked on master contract/subcontract file; worked on misclassification survey; worked on report
Jun 22, 2012	4.75	1,923.75	Worked on master contract/subcontract file; worked on misclassification survey; worked on report
Jun 25, 2012	5.25	2,126.25	Worked on master contract/subcontract file; worked on misclassification survey; worked on report
Jun 26, 2012	4.50	1,822.50	Worked on misclassification survey file; discussions with staff (AE CK)
	50.25	20,351.25	

CLEVELAND MWBE

<u>Total</u>	<u>Hours</u>	<u>50.25</u>
<u>Total</u>	<u>Amount USD</u>	<u>20,351.25</u>

# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

June 25, 2012

OFFICE OF EQUAL OPPORTUNITY  
JUL 16 REC'D

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

COPY

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 05/01/12 – 05/31/12. The invoice total is \$20,235.00. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$12,337.50, and include:

- \$1,050.00 for subcontractor Colette Holt & Associates (review documents; telephone conferences with City); and
- \$11,287.50 for temp staff in Austin (worked on contract/subcontract data collection, contract data double keypunch reconciliations, developer project data collection, NAICS/SIC code assignment).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

copy

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 25-Jun-2012  
Invoice No: US6816  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 05/01/12 - 05/31/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212);

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	19.50		7,897.50
	19.50	USD	7,897.50
OTHER CHARGES			
Outside Services			12,337.50
	Subtotal	USD	12,337.50
	Total	USD	20,235.00

Invoice is due upon receipt. Please remit payment to:

If by check:

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

If by electronic means:

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

Tax ID:

**Project Diaries**

Date: 25-Jun-2012  
Invoice No: US6816  
Project No: 49495

10041

Name	Title	Description of Services Rendered	
Jon Wainwright (Senior Vice President)		Billing Rate	405.00
<u>Date</u>	<u>Hours</u>	<u>Amount</u>	
May 02, 2012	3.75	1,518.75	Worked on report
May 03, 2012	3.75	1,518.75	Worked on report
May 09, 2012	4.00	1,620.00	Worked on report; worked on misclassification instrument and file
May 14, 2012	4.00	1,620.00	Worked on misclassification survey instrument and file; worked on report
May 24, 2012	4.00	1,620.00	Worked on master prime/subcontract file; prepared for misclassification study
	19.50	7,897.50	

CLEVELAND MWBE

Total Hours	19.50
Total Amount USD	7,897.50

**NERA**  
Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

May 30, 2012

**OFFICE OF EQUAL OPPORTUNITY**

JUN 11 REC'D

*Copy*

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 04/01/12 – 04/30/12. The invoice total is \$31,793.75. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$13,087.50 for temp staff in Austin (worked on contract/subcontract data collection, developer project data collection, and NAICS/SIC code assignment).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 30-May-2012  
Invoice No: US6474  
Project No: 49495  
Director: Jon Wainwright

*Copy*

Reference: For professional services for the period 04/01/12 - 04/30/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	36.25		14,681.25
ECONOMIC RESEARCH STAFF	35.00		4,025.00
	<u>71.25</u>	USD	<u>18,706.25</u>
OTHER CHARGES			
Outside Services			13,087.50
	Subtotal	USD	<u>13,087.50</u>
	Total	USD	<b>31,793.75</b>

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:   
Account Number:   
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**NERA Economic Consulting  
Time Entries  
April 1, 2012 to April 30, 2012**

Project: CLEVELAND MWBE (49495)

Director: Walnwright, Jon

Description of Work Performed From Apr 01, 2012 to Apr 30, 2012

Currency: USD

**Notes:**

*Copy*

**MISC**

		Hours	Amount	
Wainwright, Jon (Senior Vice President)			Billing Rate: USD 405.00	
4382091	4/2/2012	8.00	3,240.00	Worked on reconciling double-entry keypunch files from data collection; worked on NAICS code assignments; discussions with staff
4382088	4/4/2012	0.25	101.25	Worked on NAICS assignment
4409699	4/5/2012	4.00	1,620.00	Worked on master contract/subcontract database; worked on NAICS codes
4409697	4/6/2012	4.50	1,822.50	Worked on master contract/subcontract database; worked on NAICS codes
4414463	4/12/2012	2.75	1,113.75	Worked on NAICS assignment
4414458	4/13/2012	1.50	607.50	Worked on NAICS assignment
4439225	4/16/2012	3.00	1,215.00	Worked on NAICS assignment; worked on developer contracts; worked on private sector analyses
4439230	4/17/2012	5.00	2,025.00	Worked on NAICS assignment; worked on private sector analyses
4439233	4/18/2012	3.50	1,417.50	Worked on NAICS assignment; worked on developer contracts; worked on private sector analyses
4439242	4/19/2012	2.50	1,012.50	Worked on NAICS assignment; worked on developer data collection
4458944	4/25/2012	1.25	506.25	Review NAICS assignments
		<u>36.25</u>	<u>14,681.25</u>	

Kirkendall, Christie (Research Assistant)

Billing Rate: USD 115.00

4367740	4/2/2012	1.50	172.50	Worked on directory collection and cleaning up files
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**NERA Economic Consulting**  
**Time Entries**  
**April 1, 2012 to April 30, 2012**

Project: CLEVELAND MWBE (49495)

Director: Weinwright, Jon

Description of Work Performed From Apr 01, 2012 to Apr 30, 2012

Currency: USD

*Copy*

**Notes:**

4390889	4/3/2012	2.00	230.00	Worked on NAICS/SICS codes
4390899	4/4/2012	1.00	115.00	Worked on NAICS codes
4403875	4/5/2012	3.00	345.00	Worked on NAICS codes
4411692	4/10/2012	4.00	460.00	Worked on NAICS codes
4415355	4/11/2012	4.00	460.00	Worked on NAICS codes
4415384	4/12/2012	4.50	517.50	Worked on NAICS codes
4420671	4/13/2012	5.00	575.00	Worked on NAICS and SICS codes
4445402	4/16/2012	3.00	345.00	Worked on NAICS and SICS codes
4445412	4/17/2012	4.00	460.00	Worked on NAICS and SICS codes
4445532	4/18/2012	3.00	345.00	Worked on NAICS and SICS codes

	35.00	4,025.00
<b>Total Hours:</b>	<b>71.25</b>	<b>18,706.25</b>

# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

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April 26, 2012

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

SHIPPED MAY 09

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 03/03/12 – 03/31/12. The invoice total is \$37,681.60. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$11,610.35, and include:

- \$2,800.00 for Colette Holt & Associates (review documents; telephone conferences with City; review session transcripts);
- \$54.10 for ZipInfo (2012 zipcode database); and
- \$8,756.25 for temp staff in Austin (worked on contract/subcontract data collection and developer project data collection).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

SHIPPED MAY 09

Date: 26-Apr-2012  
Invoice No: US6093  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 03/01/12 – 03/31/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212);

	Hours	Currency	Amount
OFFICERS	61.25		24,806.25
ECONOMIC RESEARCH STAFF	11.00		1,265.00
	72.25	USD	26,071.25
OTHER CHARGES			
Miscellaneous			54.10
Outside Services			11,556.25
	Subtotal	USD	11,610.35
	Total	USD	37,681.60

**Invoice is due upon receipt.**

**Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc.  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**NERA Economic Consulting  
Time Entries  
March 1, 2012 to March 31, 2012**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Mar 01, 2012 to Mar 31, 2012

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Wainwright, Jon (Senior Vice President)			Billing Rate: USD 405.00
4268603	3/1/2012	1.50	607.50 Worked on prime contract/subcontract file; worked on developer file
4268606	3/2/2012	5.75	2,328.75 Worked on prime contract/subcontract file; worked on NAICS assignments
4268611	3/5/2012	2.50	1,012.50 Worked on NAICS assignments
4268619	3/6/2012	5.25	2,126.25 Worked on NAICS assignment; worked on prime contract/subcontract file
4300008	3/12/2012	4.25	1,721.25 Worked on developer contract data collection; worked on contractor data collection
4300019	3/13/2012	4.00	1,620.00 Worked on private sector census data analysis
4300016	3/14/2012	2.50	1,012.50 Worked on private sector census data analysis
4300020	3/15/2012	3.75	1,518.75 Worked on private sector census data analysis; worked on developer contract data collection
4340779	3/20/2012	7.75	3,138.75 Worked on ACS statistical analysis; worked on SSBF credit analysis; worked on NAICS code assignment
4340780	3/21/2012	8.25	3,341.25 Worked on ACS statistical analysis; worked on SSBF credit analysis; worked on NAICS code assignment
4340789	3/26/2012	2.50	1,012.50 Worked on ACS statistical analysis
4355841	3/28/2012	5.00	2,025.00 Worked on NAICS assignment; worked on race/sex assignment; worked on ACS market-based statistical analyses
4355822	3/29/2012	4.25	1,721.25 Worked on NAICS assignment; race/sex assignment; worked on HUD-2516 forms for CD contracts

**NERA Economic Consulting  
Time Entries  
March 1, 2012 to March 31, 2012**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From

Mar 01, 2012

to

Mar 31, 2012

Currency: USD

SHIPPED MAY 09

**Notes:**

4355839	3/30/2012	4.00	1,620.00	Worked on NAICS assignment; worked on race/sex assignment; worked on HUD-2516 forms for CD contracts; discussions with staff
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61.25

24,806.25

Kirkendall, Christie (Research Assistant)

**Billing Rate:** USD 115.00

4277081	3/5/2012	1.00	115.00	Worked on data collection
4278206	3/9/2012	2.00	230.00	Worked on economic development
4303073	3/19/2012	1.50	172.50	Worked on data collection
4329157	3/20/2012	1.00	115.00	Helped Vette with data collection
4329243	3/23/2012	1.50	172.50	Worked with Vette on wrapping up the data collection next week.
4347347	3/27/2012	1.00	115.00	Worked on Cleveland data collection update
4354239	3/28/2012	2.00	230.00	Worked on data collection and keypunching
4354250	3/29/2012	1.00	115.00	Worked on data collection

11.00

1,265.00

**Total Hours:**

72.25

26,071.25

# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

April 12, 2012

OFFICE OF EQUAL OPPORTUNITY

APR 18 REC'D

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

SHIPPED MAY 09

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 2/01/12 – 2/29/12. The invoice total is \$34,627.18. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$27,968.43, and include:

- \$11,500.00 for Dun & Bradstreet/Hoovers (business establishment database access);
- \$16,462.50 for temp staff in Austin (worked on contract/subcontract data collection and developer project data collection); and
- \$5.93 for shipping.

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

SHIPPED MAY 08

Date: 12-Apr-2012  
Invoice No: US5828  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 02/01/12 - 02/29/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	Hours	Currency	Amount
OFFICERS	12.75		5,163.75
ECONOMIC RESEARCH STAFF	13.00		1,495.00
	25.75	USD	6,658.75
OTHER CHARGES			
Publication			11,500.00
Outside Services			16,462.50
Postage & Freight			5.93
	Subtotal	USD	27,968.43
	Total	USD	34,627.18

**Invoice is due upon receipt.**

**If by check:**

National Economic Research Associates, Inc.  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**Please remit payment to:**

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing: .  
Account Number: .  
Account Title: National Economic Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**NERA Economic Consulting**  
**Time Entries**  
**February 1, 2012 to February 29, 2012**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Feb 01, 2012 to Feb 29, 2012

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Wainwright, Jon (Senior Vice President)			<b>Billing Rate: USD 405.00</b>
4173373	2/1/2012	1.00	405.00 Discussions with staff (CM) re developer contracts
4175316	2/2/2012	1.50	607.50 Correspondence with client (NW); worked on developer data collection
4183838	2/3/2012	2.00	810.00 Worked on data collection; worked on developer data collection
4183835	2/6/2012	0.25	101.25 Worked on data collection
4202094	2/8/2012	2.25	911.25 Worked on master prime/sub database
4202121	2/13/2012	0.25	101.25 Discussions with staff (CM) re developer contracts; correspond with client re developer contracts (NW, LW)
4226772	2/16/2012	4.75	1,923.75 Worked on contract data collection; worked on developer data collection; discussions with staff (CM)
4245864	2/27/2012	0.75	303.75 Worked on project management; correspond with client
		<u>12.75</u>	<u>5,163.75</u>
Kirkendall, Christie (Research Assistant)			<b>Billing Rate: USD 115.00</b>
4177300	2/1/2012	2.00	230.00 Worked on getting more data collected and key punched.
4177605	2/3/2012	4.00	460.00 Worked on pulling the tracking sheets for data collection for the last 8 studies that we have done for N.Walker Minor. Worked on the tracking sheets and data collection.
4184234	2/6/2012	1.00	115.00 Worked on data collection
4184236	2/7/2012	1.00	115.00 Worked on sending packets out for N.Walker Minor and received more data and tracked them.

**NERA Economic Consulting**  
**Time Entries**  
**February 1, 2012 to February 29, 2012**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From

Feb 01, 2012 to Feb 29, 2012

Currency: USD

**Notes:**

4188408	2/9/2012	1.00	115.00	Worked on data collection and tracking down Information for L.Peculis
4295841	2/10/2012	1.00	115.00	Worked on data collection, writing emails
4206062	2/13/2012	2.00	230.00	Worked on economic development with C.Morgerson (temp)
4208338	2/14/2012	1.00	115.00	Worked on cleaning up the data

13.00	1,495.00
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<b>Total Hours:</b>	<b>25.75</b>	<b>6,658.75</b>
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# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

OFFICE OF EQUAL OPPORTUNITY

MAR 12 REC'D

March 1, 2012

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 1/01/12 – 1/31/12. The invoice total is \$45,060.00. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$32,881.25, and include:

- \$29,750.00 for subcontractor Colette Holt & Associates (telephone conferences with City; review documents; telephone conferences with NERA; telephone conferences with Triad; prepare for and conduct focus group sessions; review session transcripts); and
- \$3,131.25 for temp staff in Austin (worked on subcontract data collection and developer project data collection).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 01-Mar-2012  
Invoice No: US5292  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 01/01/12 - 01/31/12 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	19.00		7,695.00
ECONOMIC RESEARCH STAFF	38.75		4,483.75
	<u>57.75</u>	USD	<u>12,178.75</u>
OTHER CHARGES			
Outside Services			32,881.25
	Subtotal	USD	<u>32,881.25</u>
	Total	USD	<b>45,060.00</b>

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**NERA Economic Consulting**  
**Time Entries**  
**January 1, 2012 to January 31, 2012**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jan 01, 2012 to Jan 31, 2012

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Ballon, Johana (Technology Services 4)			<b>Billing Rate: USD 170.00</b>
4152540	1/17/2012	0.50	85.00 Cleveland Web support.
		<u>0.50</u>	<u>85.00</u>
Wainwright, Jon (Senior Vice President)			<b>Billing Rate: USD 405.00</b>
4115076	1/4/2012	1.75	708.75 Worked on contract data collection tracking; discussions with staff (CK)
4115058	1/6/2012	3.75	1,516.75 Worked on prime contract data collection; worked on private sector statistical analyses
4115060	1/10/2012	2.75	1,113.75 Worked on response to city inquiries; worked on revised escalation list
4127608	1/11/2012	2.00	810.00 Worked on contract data escalations; worked on developer contracts data collection
4127634	1/12/2012	2.25	911.25 Worked on developer projects data collection; worked on prime contract data collection
4127643	1/17/2012	1.50	607.50 Worked on Cleveland developer projects; discussions with staff (CM)
4163669	1/24/2012	2.75	1,113.75 Worked on baseline business universe file
4163647	1/27/2012	2.25	911.25 Worked on data collection for economic development projects
		<u>19.00</u>	<u>7,695.00</u>
Kirkendall, Christle (Research Assistant)			<b>Billing Rate: USD 115.00</b>
4100995	1/3/2012	1.00	115.00 Contract data collection
4101001	1/4/2012	1.75	201.25 Worked on acquiring final contract data

**NERA Economic Consulting**  
**Time Entries**  
**January 1, 2012 to January 31, 2012**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jan 01, 2012 to Jan 31, 2012

Currency: USD

**Notes:**

			information committed from Primes
4101003	1/5/2012	2.00	230.00 Worked on the Economic Development with temp
4101010	1/6/2012	2.00	230.00 Worked on data collection and online data cleaning
4102613	1/9/2012	1.00	115.00 Worked on online file, tracking, keypunching and phone calls
4111716	1/10/2012	1.50	172.50 Worked on data collection and the online file update
4117131	1/11/2012	3.50	402.50 Worked on keypunching and data collection
4119054	1/12/2012	2.00	230.00 Worked on data collection final push
4119062	1/13/2012	3.00	345.00 Worked on data collection
4151755	1/17/2012	2.00	230.00 Worked on data collection
4137084	1/18/2012	3.50	402.50 Working on the tracking sheet and double data entry files cleanup
4137088	1/19/2012	4.00	460.00 Worked on cleaning the keypunching files for data entry
4151757	1/20/2012	3.00	345.00 Worked on data collection and cleaning up the double keypunching files. Worked on tracking all of the received packets.
4151750	1/24/2012	1.00	115.00 Worked on following up on Natoya's emails
4163681	1/25/2012	1.00	115.00 Worked on data collection
4163690	1/26/2012	3.00	345.00 Worked on data collection
4219522	1/27/2012	2.00	230.00 Worked on getting the last of the prime peckets in.

**NERA Economic Consulting  
Time Entries  
January 1, 2012 to January 31, 2012**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jan 01, 2012 to Jan 31, 2012

Currency: USD

**Notes:**

4168855	1/31/2012	1.00	115.00	Worked on data collection
		<u>38.25</u>	<u>4,398.75</u>	
<b>Total Hours:</b>		<u>57.75</u>	<u>12,178.75</u>	

# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

January 19, 2012

OFFICE OF EQUAL OPPORTUNITY

JAN 27 REC'D

Ms. Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 11/01/11 – 12/31/11. The invoice total is \$88,273.97. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$41,870.22, and include:

- \$10,500.00 for subcontractor Colette Holt & Associates (telephone conferences with City, review documents; telephone conferences with NERA; telephone conference with Triad);
- \$1,364.94 to vendor J&D Data Services (focus group mailout setup and services);
- \$2,831.25 for temp staff in Austin (worked on subcontract data collection; worked on focus groups);
- \$23,500.00 for subcontractor Triad Research Group (focus group assistance);
- \$1,624.40 to vendor Big Sky Office Solutions (focus group transcriptions);
- \$1,352.51 to Jon Wainwright (reimbursement for catering and room rental charges for focus groups);
- \$345.00 to Jon Wainwright (reimbursement for parking charges for focus groups);

# NERA

Economic Consulting

Ms. Natoya J. Walker Minor  
Office of Equal Opportunity  
City of Cleveland, Ohio  
January 19, 2012  
Page 2

- \$323.40 to Barristers Deli (catering charges for focus groups); and
- \$28.72 for shipping.

The enclosed invoice is for the period November 1 through December 31, 2011. We are billing two months as NERA implemented new accounting software this past year which has put us a month behind in our billing for 2011. If you require a separate invoice for each month, please let me know.

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures



Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 19-Jan-2012  
Invoice No: US4771  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 11/01/11 - 12/31/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	40.00		16,200.00
ECONOMIC ANALYSTS	58.50		14,625.00
ECONOMIC RESEARCH STAFF	134.75		15,578.75
	<hr/> 233.25	USD	<hr/> 46,403.75
OTHER CHARGES			
Miscellaneous			1,364.94
Outside Services			38,455.65
Postage & Freight			28.72
Travel, Meals & Lodging			<hr/> 2,020.91
	Subtotal	USD	<hr/> 41,870.22
	Total	USD	<hr/> 88,273.97

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**NERA Economic Consulting**  
**Time Entries**  
**November 1, 2011 to December 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Nov 01, 2011 to Dec 31, 2011

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Ballon, Johana (Technology Services 4)			Billing Rate: USD 170.00
3943739	11/8/2011	0.50	85.00 Web support.
3943744	11/9/2011	0.25	42.50 Web support.
3943747	11/10/2011	0.75	127.50 Web support.
		<hr/> 1.50	<hr/> 255.00
Stewart, Kim (Analyst)			Billing Rate: USD 250.00
3904652	11/1/2011	2.50	625.00 Focus groups, data collection escalation
3904633	11/2/2011	2.00	500.00 Focus groups, contract data collection
3904642	11/3/2011	3.00	750.00 Focus groups, contract data collection escalations
3904656	11/4/2011	3.00	750.00 Focus groups, data collection escalation
3904670	11/7/2011	3.00	750.00 Focus groups, data collection escalation
3904679	11/8/2011	4.00	1,000.00 Focus groups, data collection escalation
3904684	11/9/2011	4.00	1,000.00 Data collection escalation, focus groups
3904689	11/10/2011	2.00	500.00 Focus groups, data collection escalation
3904701	11/11/2011	3.00	750.00 Focus groups, data collection escalation
3904713	11/14/2011	3.00	750.00 Data collection escalation, focus groups, economic development contracts

**NERA Economic Consulting  
Time Entries  
November 1, 2011 to December 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Nov 01, 2011 to Dec 31, 2011

Currency: USD

**Notes:**

3904724	11/15/2011	1.50	375.00 Focus groups, data collection escalation, economic development contracts
3904734	11/16/2011	4.00	1,000.00 Data collection escalation, updates, focus groups, economic development contracts
3904749	11/17/2011	3.00	750.00 Focus groups, data collection escalation, economic development
3904757	11/18/2011	2.00	500.00 Updates, focus groups, data collection escalations, economic development contracts
3915032	11/21/2011	4.50	1,125.00 Economic development contract data collection and keypunching
3924699	11/22/2011	4.00	1,000.00 Economic development and escalation contract data collection
3924729	11/23/2011	0.50	125.00 Discussion with staff, emails
3943611	11/28/2011	2.50	625.00 Contract data collection discussion with staff, record keeping
3943630	11/29/2011	3.00	750.00 Contract data collection record keeping; economic development data collection, emails/phone calls with primes, keypunching
3949615	11/30/2011	1.00	250.00 Data collection material review, record keeping
3963218	12/1/2011	1.50	375.00 Data collection
3963222	12/2/2011	1.50	375.00 Data collection
		<u>58.50</u>	<u>14,625.00</u>

Wainwright, Jon (Senior Vice President)

Billing Rate: USD 405.00

3874633	11/3/2011	2.50	1,012.50 Worked on private sector statistical analysis
3906688	11/17/2011	3.75	1,518.75 Worked on private sector statistical analyses; worked on focus groups; worked on subcontract data collection; correspondence with client (NWM); discussions with staff (KS, CK)

**NERA Economic Consulting**  
**Time Entries**  
**November 1, 2011 to December 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Nov 01, 2011 to Dec 31, 2011

Currency: USD

**Notes:**

3906693	11/18/2011	2.00	810.00	Worked on subcontract data collection; worked on focus groups; discussions with staff (CK, KS); correspond with client (NWM)
3920379	11/21/2011	4.75	1,923.75	Worked on private sector statistical analyses; review mail survey results
3947340	11/28/2011	2.25	911.25	Worked on economy-wide statistical analysis
3947365	11/29/2011	3.75	1,518.75	Worked on economy-wide statistical analysis
3963488	12/8/2011	1.50	607.50	Worked on contract data collection; discussions with staff (CK); worked on economic development data collection
4002553	12/9/2011	3.50	1,417.50	Worked on data collection and escalations; discussions with staff (CK)
3979566	12/12/2011	1.50	607.50	Worked on data collection and escalations; correspond with client (NWM, LP)
4002556	12/13/2011	2.75	1,113.75	Worked on data collection and escalations; discussions with staff (CK)
4002558	12/14/2011	1.00	405.00	Worked on data collection and escalations; discussions with staff (CK); correspond with client (NWM, LP)
4002568	12/15/2011	1.00	405.00	Worked on data collection and escalations; discussions with staff (CK)
4005337	12/16/2011	5.50	2,227.50	Worked on data collection; worked on escalations
4015623	12/19/2011	0.75	303.75	Worked on contract data collection; discussions with staff (CK)
4059781	12/20/2011	3.50	1,417.50	Worked on contract data collection; worked on summary sheet for client; discussions with staff (CK)
		40.00	16,200.00	

**NERA Economic Consulting**  
**Time Entries**  
**November 1, 2011 to December 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Walnwright, Jon

Description of Work Performed From Nov 01, 2011 to Dec 31, 2011

Currency: USD

**Notes:**

Kirkendall, Christie (Research Assistant)

Billing Rate: USD 115.00

3867576	11/1/2011	2.00	230.00	Worked on keypunching data collection
3862124	11/2/2011	5.50	632.50	Worked on the catering for the focus groups, phone calls and emails for the focus group and tracking the data collection packets received.
3876821	11/3/2011	5.00	575.00	Worked on data collection, making packets, tracking and keypunching
3876824	11/4/2011	6.00	690.00	Worked on focus group phone calls and emails. Also worked on making packets, tracking and receiving data collection. Worked on tracking 400 returned focus group invitations.
3876827	11/7/2011	5.00	575.00	Worked on tracking, calls and emails for Cleveland data collection
3876834	11/8/2011	5.00	575.00	Worked on tracking data collection; worked on focus group parking, catering, emails and phone calls
3883592	11/9/2011	6.50	747.50	Worked on focus group and data collection
3883596	11/10/2011	6.50	747.50	Worked on focus group change of venue, catering and data collection
3883610	11/11/2011	6.50	747.50	Worked with the Doubletree on catering and parking. Worked on tracking and filling out packets for data collection. Sent out all of the confirmation and change of venue emails for the Tuesday 15th focus group session.
3896060	11/14/2011	6.50	747.50	Worked on focus group catering, emails and phone calls
3896063	11/15/2011	7.00	805.00	Worked on focus group reminders for Wednesday, catering and updates
3896064	11/16/2011	4.25	488.75	Worked on data collection
3901129	11/17/2011	7.00	805.00	Worked on contract data collection; followed up on emails that K.Stewart and the City sent.
3908987	11/18/2011	4.00	460.00	Worked on data collection and focus groups Invoicing
3919632	11/21/2011	5.00	575.00	Worked on focus group sign-in sheets and data collection

**NERA Economic Consulting**  
**Time Entries**  
**November 1, 2011 to December 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Nov 01, 2011 to Dec 31, 2011

Currency: USD

**Notes:**

3919635	11/22/2011	7.00	805.00	Cleaned up the online data files. Worked on data collection and making sure all data was accounted for and scanned.
3923185	11/23/2011	3.00	345.00	Worked on data collection; downloaded the recordings for the focus group and sent them with the sign-in sheets to Big Sky for transcribing.
3945019	11/28/2011	5.00	575.00	Worked on data collection, emails and phone calls.
3945056	11/30/2011	4.00	460.00	Worked on data collection.
3960052	12/1/2011	4.00	460.00	Data collection and organizing online data
3960056	12/2/2011	2.00	230.00	Worked on data collection, emails and phone calls
3961413	12/5/2011	1.00	115.00	Worked on collecting contract data
3981039	12/6/2011	1.00	115.00	Worked on online data collection
3993459	12/8/2011	4.00	460.00	Worked on data collection
3993470	12/13/2011	4.00	460.00	Worked on data collection
3993511	12/14/2011	3.00	345.00	Worked on K.Stewart emails and tracking what the City has responded to; escalations
4001573	12/15/2011	2.00	230.00	Worked on data collection and K.Stewart emails
4005122	12/16/2011	2.00	230.00	Worked on cleaning up spreadsheet and data collection; making phone calls and emails
4021919	12/19/2011	2.00	230.00	Worked on data collection
4024314	12/20/2011	1.50	172.50	Worked on data collection
4053295	12/21/2011	2.00	230.00	Worked on data collection

**NERA Economic Consulting  
Time Entries  
November 1, 2011 to December 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Nov 01, 2011 to Dec 31, 2011

Currency: USD

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**Notes:**

4053389	12/22/2011	3.00	345.00	Worked on data collection, calling and emailing primes
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4053400	12/23/2011	1.00	115.00	Worked on data collection
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		<u>133.25</u>	<u>15,323.75</u>	
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<b>Total Hours:</b>		<u>233.25</u>	<u>46,403.75</u>	
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**NERA**

Economic Consulting

OFFICE OF EQUAL OPPORTUNITY

DEC 15 REC'D

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

December 5, 2011

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 10/01/11 – 10/31/11. The invoice total is \$36,003.81. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$13,693.81, and include:

- \$7,987.50 for temp staff in Austin (worked on subcontract data collection; worked on focus groups);
- \$5,700.00 to vendor J&D Data Services (postage deposit on focus group invitations); and
- \$6.31 for shipping.

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 05-Dec-2011  
Invoice No: US4094  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 10/01/11 - 10/31/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	21.25		8,606.25
ECONOMIC ANALYSTS	17.50		4,375.00
ECONOMIC RESEARCH STAFF	81.00		9,328.75
	<hr/> 119.75	USD	<hr/> 22,310.00
OTHER CHARGES			
Outside Services			7,987.50
Postage & Freight			5,706.31
	Subtotal	USD	<hr/> 13,693.81
	Total	USD	<hr/> 36,003.81

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**NERA Economic Consulting**  
**Time Entries**  
**October 1, 2011 to October 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Walnwright, Jon

Description of Work Performed From Oct 01, 2011 to Oct 31, 2011

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Ballon, Johana (Technology Services 4)			Billing Rate: USD 170.00
3797446	10/3/2011	0.25	42.50 Web support
		0.25	42.50
Stewart, Kim (Analyst)			Billing Rate: USD 250.00
3824249	10/10/2011	0.50	125.00 Material review
3824263	10/11/2011	0.25	62.50 Emails with staff
3824284	10/12/2011	0.50	125.00 Emails with staff
3824305	10/14/2011	0.50	125.00 Material review, emails with staff
3824323	10/17/2011	0.50	125.00 Emails and discussion with staff
3824331	10/18/2011	1.00	250.00 Record keeping, discussion with staff
3824353	10/21/2011	5.00	1,250.00 Record keeping, material review, discussion with staff, update and escalations
3847240	10/24/2011	0.50	125.00 Focus group emails
3847513	10/25/2011	1.25	312.50 Focus groups, data collection, discussion with staff
3847290	10/26/2011	1.50	375.00 Focus groups, data collection
3847342	10/27/2011	2.00	500.00 Record keeping, discussion with staff, updates
3847356	10/28/2011	2.00	500.00 Focus groups, data collection, discussion with staff

**NERA Economic Consulting**  
**Time Entries**  
**October 1, 2011 to October 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Oct 01, 2011 to Oct 31, 2011

Currency: USD

**Notes:**

3847411	10/31/2011	2.00	500.00	Data collection, escalation work, phone call with N.Walker Minor
		17.50	4,375.00	
Wainwright, Jon (Senior Vice President)			Billing Rate: USD 405.00	
3767530	10/7/2011	3.00	1,215.00	Worked on focus groups; discussions with staff (CK); correspond with client (LP, NWM)
3774902	10/10/2011	1.25	506.25	Worked on focus groups; worked on subcontract data collection; correspond with client (LP, NWM)
3824762	10/12/2011	7.75	3,138.75	Worked on ACS 2007-2009 data for private sector analysis
3824764	10/13/2011	3.75	1,518.75	Worked on ACS 2007-2009 data for private sector statistical analysis
3824778	10/14/2011	1.50	607.50	Worked on focus groups; worked on prime contract data collection
3824792	10/18/2011	1.00	405.00	Worked on 2007-2009 ACS data for private sector analysis
3824802	10/19/2011	1.50	607.50	Worked on 2007-2009 ACS data for private sector analysis
3829639	10/24/2011	0.25	101.25	Worked on focus groups
3843690	10/28/2011	1.25	506.25	Discussions with staff re data collection and escalation (KS, WS, CK); phone call with client re data collection and escalation (0.25)
		21.25	8,606.25	
Kirkendall, Christie (Research Assistant)			Billing Rate: USD 115.00	
3815219	10/3/2011	1.50	172.50	Contract data collection
3887865	10/4/2011	4.00	460.00	Contract data collection

**NERA Economic Consulting**  
**Time Entries**  
**October 1, 2011 to October 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Oct 01, 2011 to Oct 31, 2011

Currency: USD

**Notes:**

3887868	10/5/2011	4.00	460.00	Worked on data collection and keypunching
3887870	10/6/2011	2.00	230.00	Worked on data collection and tracking
3887873	10/7/2011	2.00	230.00	Worked on calling primes for data collection; tracking packets received; and entering data into the spreadsheet.
3815227	10/10/2011	2.50	287.50	Made calls for Cleveland data collection, worked with the online file and tracked the new data received. Received all of the ATT & SBC GLOBAL contracts.
3887876	10/11/2011	4.00	460.00	Worked with K. Deskins set up for removing dupes from focus group mailing list; helped remove the businesses that are too far for travel to the focus group location; made calls for data collection
3887878	10/12/2011	3.25	373.75	Worked on focus group catering and list
3815211	10/13/2011	5.00	575.00	Worked on data collection and keypunching
3815223	10/14/2011	3.00	345.00	Worked on escalations for data collection
3821357	10/17/2011	2.50	287.50	Worked on data collection
3821365	10/18/2011	4.00	460.00	Worked on data collection and escalations
3821422	10/19/2011	4.00	460.00	Worked on focus groups tracking sheet, instructions and updates for Triad
3821427	10/20/2011	4.50	517.50	Worked on data collection and escalations
3824158	10/21/2011	6.50	747.50	Worked on the data collection escalations, cleaning the tracking sheet and keypunching
3840595	10/24/2011	6.00	690.00	Worked on data collection and focus group phone calls and emails
3840597	10/25/2011	6.50	747.50	Worked on focus group and data collection
3840601	10/26/2011	5.50	632.50	Worked on focus group, keypunching and data collection



# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
3801 S Capital of Texas Highway, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

October 26, 2011

OFFICE OF EQUAL OPPORTUNITY

NOV 04 REC'D

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114



RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 09/01/11 – 09/30/11. The invoice total is \$39,114.62. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$11,112.12, and include:

- \$11,100.00 for temp staff in Austin (worked on subcontract data collection); and
- \$12.12 for shipping.

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA



Date: 26-Oct-2011  
Invoice No: US3588  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 09/01/11 - 09/30/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212);

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	41.50		16,807.50
ECONOMIC ANALYSTS	39.00		9,750.00
ECONOMIC RESEARCH STAFF	1.00		180.00
OTHER PROFESSIONAL SERVICES	11.00		1,265.00
	<hr/> 92.50	USD	<hr/> 28,002.50
OTHER CHARGES			
Outside Services			11,100.00
Postage & Freight			12.12
	Subtotal	USD	<hr/> 11,112.12
	Total	USD	<hr/> 39,114.62

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:   
Account Number:   
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

Tax ID: .

**NERA Economic Consulting**  
**Time Entries**  
**September 1, 2011 to September 30, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Sep 01, 2011 to Sep 30, 2011

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Brodoft, John (Technology Services 4)			Billing Rate: USD 180.00
3722032	9/22/2011	1.00	180.00 Hoovers api vb .net development for J.Wainwright
		<u>1.00</u>	<u>180.00</u>
Stewart, Kim (Analyst)			Billing Rate: USD 250.00
3681949	9/1/2011	3.00	750.00 Emails, phone calls, contract data collection
3681959	9/2/2011	4.00	1,000.00 Data collection, updates, material review, emails/discussion with staff
3681936	9/7/2011	1.50	375.00 Emails, material review
3681960	9/12/2011	2.00	500.00 Emails, phone call with N.Walker Minor, discussion with J.Wainwright
3681967	9/13/2011	1.50	375.00 Prepare packets for City, emails, discussion with staff
3717186	9/14/2011	1.50	375.00 Discussion with staff, record keeping, escalation
3717192	9/15/2011	2.00	500.00 Discussion with staff, escalation review, record keeping
3717217	9/19/2011	1.50	375.00 Record keeping, update summary
3717225	9/20/2011	1.00	250.00 Record keeping, discussion with staff
3717237	9/21/2011	0.50	125.00 Emails, material review
3717262	9/22/2011	3.00	750.00 Record keeping, discussion with staff, material review, update documents and summary to J.Wainwright
3717275	9/23/2011	1.50	375.00 Discussion with J.Wainwright; discussion with C.Ingham, record keeping, material review

**NERA Economic Consulting**  
**Time Entries**  
**September 1, 2011 to September 30, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Sep 01, 2011 to Sep 30, 2011

Currency: USD

**Notes:**

3729452	9/26/2011	8.00	2,000.00	Economic development projects, emails, phone calls, material review, record keeping
3729455	9/27/2011	4.00	1,000.00	Economic development contracts, phone calls, emails
3735711	9/28/2011	4.00	1,000.00	Contract data collection material review, update, escalations, discussion with C.Ingham; focus group preparation
		39.00	9,750.00	

Stewart, Wesley (Clerk/Coder)

**Billing Rate: USD 115.00**

3660749	9/1/2011	7.00	805.00	Prime data collection
3660759	9/2/2011	4.00	460.00	Prime data collection
		11.00	1,265.00	

Wainwright, Jon (Senior Vice President)

**Billing Rate: USD 405.00**

3665194	9/1/2011	3.00	1,215.00	Worked on private sector statistical analyses
3666973	9/6/2011	2.25	911.25	Worked on private sector statistical analysis; worked on progress report
3671483	9/8/2011	4.00	1,620.00	Worked on prime contract data collection; worked on economy-wide statistical analyses
3671488	9/9/2011	3.00	1,215.00	Worked on economy-wide statistical analyses
3675412	9/12/2011	0.25	101.25	Discussions with staff re escalation
3696833	9/16/2011	1.75	708.75	Discussions with staff re escalation process (KS); review keypunching and tracking files
3704875	9/19/2011	6.75	2,733.75	Worked on private sector statistical analyses; worked on focus group invitation listings

**NERA Economic Consulting  
Time Entries  
September 1, 2011 to September 30, 2011**

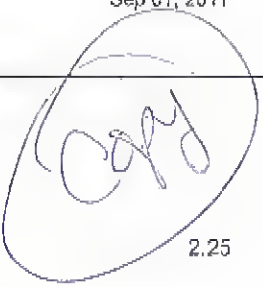
Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Sep 01, 2011 to Sep 30, 2011

Currency: USD

**Notes:**



3721293	9/22/2011	2.25	911.25	Worked on focus groups
3721297	9/23/2011	2.75	1,113.75	Worked on focus groups preparation
3723057	9/26/2011	3.50	1,417.50	Worked on focus group preparation; discussions with staff (KS)
3746236	9/27/2011	2.00	810.00	Worked on prime contract data collection; discussions with staff (KS)
3746267	9/28/2011	3.25	1,316.25	Worked on prime contract data collection escalations (bad phone number research); worked on focus groups preparation
3746280	9/29/2011	3.75	1,518.75	Worked on focus groups preparation; worked on contract data collection; discussions with staff (CI, KS)
3746245	9/30/2011	3.00	1,215.00	Worked on prime contract data collection; worked on focus groups; discussions with staff (KS, CH)
		<u>41.50</u>	<u>16,807.50</u>	
<b>Total Hours:</b>		<u>92.50</u>	<u>28,002.50</u>	

# NERA

Economic Consulting

**Jon Wainwright**  
Senior Vice President

National Economic Research Associates, Inc.  
Barton Creek Plaza Building II, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

September 30, 2011

OFFICE OF EQUAL OPPORTUNITY

OCT 11 REC'D

CORH

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 08/01/11 – 08/31/11. The invoice total is \$39,816.07. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$20,012.32, and include:

- \$10,500.00 for subcontractor Colette Holt & Associates (30 hrs. – telephone conferences with City; review documents; telephone conferences with NERA);
- \$9,468.75 for temp staff in Austin (work on subcontract data collection); and
- \$43.57 for shipping.

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Senior Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com



## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 30-Sep-2011  
Invoice No: US3238  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 08/01/11 - 08/31/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	20.75		8,403.75
ECONOMIC ANALYSTS	27.75		6,937.50
OTHER PROFESSIONAL SERVICES	59.50		4,462.50
	108.00	USD	19,803.75
OTHER CHARGES			
Outside Services			19,968.75
Postage & Freight			43.57
	Subtotal	USD	20,012.32
	Total	USD	39,816.07

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

Tax ID:

**NERA Economic Consulting  
Time Entries  
August 1, 2011 to August 31, 2011**

*Copy*

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Aug 01, 2011 to Aug 31, 2011

Currency: USD

**Notes:**

**MISC**

	Hours	Amount
Stewart, Kim (Analyst)		<b>Billing Rate: USD 250.00</b>
3743396 8/3/2011	1.00	250.00 Contract data, emails
3743410 8/5/2011	1.00	250.00 Data collection material review
3743420 8/8/2011	1.50	375.00 Material review, data collection, discussion with staff
3743422 8/9/2011	1.50	375.00 Data collection material review, discussion with staff
3743424 8/11/2011	0.50	125.00 Record keeping
3743426 8/12/2011	2.75	687.50 Data collection record keeping, discussion with staff
3743428 8/15/2011	1.00	250.00 Discussion with staff, record keeping
3743430 8/16/2011	2.00	500.00 Data collection record keeping
3743436 8/22/2011	2.00	500.00 Contract data collection, record keeping, emails, discussion with staff
3743438 8/23/2011	2.50	625.00 Data collection record keeping, discussion with staff and J.Wainwright, emails
3743440 8/24/2011	2.00	500.00 Discussion with staff; record keeping; escalation review
3743444 8/25/2011	2.00	500.00 Contract data collection, discussion with staff, emails/phone call with N.Walker Minor
3743462 8/26/2011	2.50	625.00 Data collection, discussion with staff, teleconference
3743458 8/29/2011	1.00	250.00 Emails, data collection
3743460 8/30/2011	3.00	750.00 Contract data collection, record keeping, discussion with staff, escalation



**NERA Economic Consulting  
Time Entries  
August 1, 2011 to August 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Aug 01, 2011 to Aug 31, 2011

Currency: USD

**Notes:**

3743472	8/31/2011	1.50	375.00 data collection
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27.75	6,937.50
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Stewart, Wesley (Clerk/Coder)

**Billing Rate: USD 75.00**

3743390	8/1/2011	5.00	375.00 Prime data collection, keypunching
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3743394	8/2/2011	3.00	225.00 Keypunching
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3743404	8/3/2011	3.00	225.00 Data collection
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3743406	8/4/2011	4.50	337.50 Keypunching, organizing data
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3743408	8/5/2011	2.00	150.00 Keypunching
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3743412	8/8/2011	3.00	225.00 Collect prime data
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3743414	8/11/2011	0.50	37.50 Prime data collection
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3743432	8/15/2011	3.00	225.00 Prime data collection
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3743452	8/24/2011	7.50	562.50 Prime data collection
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3743454	8/25/2011	6.00	450.00 Prime data collection
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3743456	8/26/2011	6.00	450.00 Prime data collection
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3743466	8/29/2011	3.00	225.00 Prime data collection
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3743468	8/30/2011	6.50	487.50 Prime data collection
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3743470	8/31/2011	6.50	487.50 Prime data collection
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59.50	4,462.50
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**NERA Economic Consulting  
Time Entries  
August 1, 2011 to August 31, 2011**

COPY

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Aug 01, 2011 to Aug 31, 2011

Currency: USD

**Notes:**

Wainwright, Jon (Senior Vice President)

**Billing Rate:** USD 405.00

3743388	8/1/2011	0.75	303.75	Worked on subcontract data collection escalations; phone call with client (LP); correspond with client (KC, LP, JW)
3743392	8/2/2011	1.75	708.75	Worked on response to client's request re adding new study partners
3743398	8/3/2011	4.00	1,620.00	Worked on response to client requests (NWM); worked on subcontract data collection; discussions with staff (KS, CI)
3743400	8/4/2011	2.25	911.25	Worked on subcontract data collection; discussions with staff (CI, KS)
3743402	8/5/2011	1.25	506.25	Worked on prime data collection; worked on economic development data collection; discussions with staff re first batch of escalations
3743418	8/8/2011	2.25	911.25	Worked on private sector statistical analysis
3743416	8/9/2011	2.00	810.00	Worked on prime contract data collection; worked on private sector statistical analysis
3743434	8/15/2011	0.25	101.25	Discussions with staff re prime data collection (KS)
3743442	8/23/2011	1.25	506.25	Worked on private sector statistics
3743448	8/24/2011	2.00	810.00	Worked on private sector statistics
3743446	8/25/2011	1.75	708.75	Discussions with staff (KS); worked on private sector statistics
3743450	8/26/2011	1.00	405.00	Phone call with client re escalations; discussions with staff (KS)
3743464	8/31/2011	0.25	101.25	Discussions with staff (KS, WS) re data collection

<u>20.75</u>	<u>8,403.75</u>
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**Total Hours:**

<u>108.00</u>	<u>19,803.75</u>
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# NERA

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
Barton Creek Plaza Building II, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

August 25, 2011

OFFICE OF EQUAL OPPORTUNITY

AUG 29 REC'D

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

<COPY>

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 07/01/11 – 07/31/11. The invoice total is \$28,763.75. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$9,862.50 for temp staff in Austin (worked on subcontract data collection).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 25-Aug-2011  
Invoice No: US2752  
Project No: 49495  
Director: Jon Wainwright

<COPY>

Reference: For professional services for the period 06/01/11 - 06/30/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	17.75		7,188.75
ECONOMIC ANALYSTS	18.50		4,625.00
OTHER PROFESSIONAL SERVICES	94.50		7,087.50
	<u>130.75</u>	USD	<u>18,901.25</u>
OTHER CHARGES			
Outside Services			9,862.50
	Subtotal	USD	<u>9,862.50</u>
	Total	USD	28,763.75

Invoice is due upon receipt. Please remit payment to:

If by check:

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

If by electronic means:

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

Tax ID:

**NERA Economic Consulting**  
**Time Entries**  
**July 1, 2011 to July 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jul 01, 2011 to Jul 31, 2011

Currency: USD

**Notes:**

< COPY >

**MISC**

		Hours	Amount
Stewart, Kim (Analyst)			<b>Billing Rate: USD 250.00</b>
3357187	7/1/2011	2.25	562.50 Contract data collection update, discussion with staff
3399161	7/11/2011	1.75	437.50 Discussion with staff re data collection; material review and update
3412510	7/12/2011	1.00	250.00 Discussion/update with staff, discussion with J.Wainwright, emails
3412515	7/13/2011	1.00	250.00 Discussion with staff, discussion with J.Wainwright, emails
3415871	7/14/2011	0.50	125.00 Material review, phone calls with J.Wainwright; listen to and distribute phone message contract data collection
3446647	7/18/2011	3.00	750.00 Data collection discussion with staff, record keeping
3446649	7/19/2011	1.00	250.00 Data collection
3446653	7/20/2011	3.00	750.00 Data collection
3502112	7/25/2011	0.50	125.00 Emails, discussion with staff
3502121	7/26/2011	1.00	250.00 Emails, data collection review
3502162	7/28/2011	0.50	125.00 Discussion with staff
3502171	7/29/2011	3.00	750.00 Data collection update, emails with N.Walker
		<hr/> 18.50	<hr/> 4,625.00
Stewart, Wesley (Administrative Staff)			<b>Billing Rate: USD 75.00</b>
3356843	7/1/2011	5.50	412.50 Data collection

**NERA Economic Consulting**  
**Time Entries**  
**July 1, 2011 to July 31, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jul 01, 2011 to Jul 31, 2011

Currency: USD

<COPY>

**Notes:**

3505011	7/28/2011	3.00	225.00	Keypunching
		<u>94.50</u>	<u>7,087.50</u>	
Wainwright, Jon (Vice President)			<b>Billing Rate: USD 405.00</b>	
3356573	7/1/2011	1.00	405.00	Discussions with staff (WS, KD, CI, KS) re prime data collection progress
3397411	7/11/2011	0.75	303.75	Worked on data collection; discussions with staff (KS)
3407431	7/12/2011	1.00	405.00	Discussions with staff (KS, WS, KD, CI)
3407429	7/13/2011	1.25	506.25	Worked on prime contract data collection; discussions with staff (KS, KD, CI, WS)
3416236	7/14/2011	2.00	810.00	Worked on client progress report
3431927	7/18/2011	4.75	1,923.75	Worked on master prime/sub database; worked on private sector database setup
3457684	7/21/2011	1.50	607.50	Worked on data collection; discussions with staff (CI, KD, WS) re data collection
3478599	7/27/2011	0.75	303.75	Discussions with staff (KS) re escalations; discussions with staff re data collection (CI); correspond with client (KC)
3503712	7/28/2011	2.50	1,012.50	Worked on subcontract data collection escalations
3503720	7/29/2011	2.25	911.25	Worked on subcontract data collection escalations; correspond with client (NWM, KC); discussions with staff (CI, KS)
		<u>17.75</u>	<u>7,188.75</u>	
<b>Total Hours:</b>		<u>130.75</u>	<u>18,901.25</u>	

**NERA**

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
Barton Creek Plaza Building II, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

July 26, 2011

OFFICE OF EQUAL OPPORTUNITY

AUG 05 REC'D

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 06/01/11 – 06/30/11. The invoice total is \$36,798.47. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$5,497.22 for subcontractor J&D Data Services (prime contractor packet mailing).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 26-Jul-2011  
Invoice No: US2326  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 06/01/11 - 06/30/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	53.25		21,566.25
ECONOMIC ANALYSTS	26.75		6,687.50
ECONOMIC RESEARCH STAFF	8.00		1,360.00
OTHER PROFESSIONAL SERVICES	22.50		1,687.50
	<u>110.50</u>	USD	<u>31,301.25</u>
OTHER CHARGES			
Miscellaneous			4,301.97
Postage & Freight			<u>1,195.25</u>
	Subtotal	USD	<u>5,497.22</u>
	<b>Total</b>	<b>USD</b>	<b>36,798.47</b>

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:   
Account Number:   
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

**NERA Economic Consulting**  
**Time Entries**  
**June 1, 2011 to June 30, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jun 01, 2011 to Jun 30, 2011

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Ballon, Johana (Technology Services 4)			<b>Billing Rate: USD 170.00</b>
3467821	6/14/2011	1.50	255.00 Web development: new website setup
3467823	6/15/2011	2.00	340.00 Web development: Data Import (logins)
3467825	6/16/2011	1.50	255.00 Web Development: Data import (logins and contract data)
3467827	6/17/2011	1.50	255.00 Web development: Data import (logins and contract data) and website testing.
3467841	6/23/2011	1.00	170.00 Web support
3467843	6/24/2011	0.50	85.00 Web support
		<hr/>	<hr/>
		8.00	1,360.00
Stewart, Kim (Analyst)			<b>Billing Rate: USD 250.00</b>
3467795	6/9/2011	1.00	250.00 Material review, emails re contract data collection
3467797	6/13/2011	4.50	1,125.00 Material review and preparation of files for prime data collection; review and preparation for econ dev; emails, phone calls with J.Deegan, J.Ballon, N.Walker; discussion with staff
3467799	6/14/2011	0.50	125.00 Discussion with staff, review edits to econ dev file
3467815	6/15/2011	1.25	312.50 Review prime packet materials, email to J.Deegan, J.Wainwright; discussion with J.Wainwright, C.Ingham; proof documents for prime mailing; phone call with J.Deegan
3467813	6/16/2011	5.00	1,250.00 Contract data collection files, emails with J.Ballon, J.Wainwright, J.Deegan
3467817	6/17/2011	2.50	625.00 Contract data collection files and mailing

**NERA Economic Consulting**  
**Time Entries**  
**June 1, 2011 to June 30, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jun 01, 2011 to Jun 30, 2011

Currency: USD

**Notes:**

3467819	6/21/2011	1.00	250.00 Discussion with staff; email with N.Walker
3467833	6/22/2011	2.00	500.00 Econ dev data collection, discussion with staff W.Stewart
3467835	6/23/2011	1.50	375.00 Econ dev review, phone calls with developers, City; discussion with W.Stewart
3467837	6/24/2011	1.00	250.00 Econ dev data collection, phone calls, emails with developers, W.Stewart
3467839	6/27/2011	1.50	375.00 Discussion with W.Stewart; discussion with J.Wainwright; phone call with prime re online submission; discussion with C.Ingham re data collection; email with W.Stewart re City contact for data collection
3467845	6/28/2011	3.00	750.00 Contract data collection; meeting with staff
3467853	6/29/2011	2.00	500.00 Contract data collection, emails with primes, staff and N.Walker
		26.75	6,687.50

Stewart, Wesley (Administrative Staff)

**Billing Rate: USD 75.00**

3467811	6/21/2011	1.00	75.00 Econ dev data
3467829	6/22/2011	2.00	150.00 Prime packets
3467831	6/23/2011	2.00	150.00 Prime packets / econ dev data
3467855	6/27/2011	1.00	75.00 Work on tracking sheet
3467857	6/28/2011	4.00	300.00 Prime data collection
3467859	6/29/2011	6.00	450.00 Prime data collection

**NERA Economic Consulting**  
**Time Entries**  
**June 1, 2011 to June 30, 2011**

Project: CLEVELAND MWBE (49495)

Director: Wainwright, Jon

Description of Work Performed From Jun 01, 2011 to Jun 30, 2011

Currency: USD

**Notes:**

3467861	6/30/2011	6.50	487.50 Prime data collection
		<u>22.50</u>	<u>1,687.50</u>
Wainwright, Jon (Vice President)			<b>Billing Rate: USD 405.00</b>
3467787	6/1/2011	4.25	1,721.25 Worked on ED contract files
3467789	6/3/2011	2.50	1,012.50 Worked on ED/CD contract resolution issues
3467791	6/6/2011	6.50	2,632.50 Worked on preparing prime contract sample for next data collection phase; correspond with client re ED projects (NW, TN)
3467793	6/7/2011	6.25	2,531.25 Worked on prime contract data collection sample
3467801	6/8/2011	8.00	3,240.00 Prepare prime contract sample for mailout; prepare ED sample for firm contact activities
3467803	6/9/2011	8.25	3,341.25 Prepare prime contract sample for mailout; prepare ED sample for firm contact activities
3467805	6/15/2011	2.75	1,113.75 Worked on prime contractor mailout; discussions with staff (KS, JDDS)
3467807	6/16/2011	2.50	1,012.50 Worked on prime data collection mailout; correspond with client re DBE/ACDBE scope
3467809	6/17/2011	2.00	810.00 Discussions with staff (KS) and client (NW) re data collection and escalation protocols
3467847	6/28/2011	3.25	1,316.25 Worked on prime data collection
3467849	6/29/2011	2.75	1,113.75 Worked on prime data collection; correspond with client (NWM)
3467851	6/30/2011	4.25	1,721.25 Worked on prime contract data collection; worked on project administration
		<u>53.25</u>	<u>21,566.25</u>
<b>Total Hours:</b>		<u><b>110.50</b></u>	<u><b>31,301.25</b></u>

**NERA**

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
Barton Creek Plaza Building II, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

July 1, 2011

OFFICE OF EQUAL OPPORTUNITY

JUL 14 REC'D

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 05/01/11 – 05/31/11. The invoice total is \$16,315.00. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$7,000.00 for subcontractor Colette Holt & Associates (20 hours – telephone conferences with City; review documents; telephone conferences with NERA).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 06-Jul-2011  
Invoice No: US1988  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 05/01/11 - 05/31/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	23.00		9,315.00
	<hr/> 23.00	USD	<hr/> 9,315.00
OTHER CHARGES			
Outside Services			7,000.00
	Subtotal	USD	<hr/> 7,000.00
	Total	USD	16,315.00

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

Tax ID

**NERA Economic Consulting**  
**Time Entries**  
**May 1, 2011 to May 31, 2011**

Project: CLEVELAND MWBE (49495)

49495

Director: Wainwright, Jon

Description of Work Performed From May 01, 2011 to May 31, 2011

Currency: USD

**Notes:**

**MISC**

		Hours	Amount
Wainwright, Jon (Vice President)			<b>Billing Rate: USD 405.00</b>
3068431	5/5/2011	5.25	2,126.25 Worked on CD and ED contract data; worked on prime contract data collection procedures and sample; correspond with client (LP, TN)
3075082	5/6/2011	5.75	2,328.75 Worked on prime contract data sample for data collection
3091308	5/13/2011	4.25	1,721.25 Worked on CD/ED contract sample; worked on direct contract sample
3093678	5/16/2011	1.25	506.25 Reconcile latest round of CD/ED records to main datafile; correspond with client (NWM, LP); phone call with client (LP)
3136401	5/20/2011	1.75	708.75 Worked on CD and ED contracts; phone call with client (NWM, Dir. Rush, TZ, MM, others); phone call with client (NWM)
3148238	5/23/2011	1.50	607.50 Group community development contracts by category as agreed during 5/19 conference call; correspond with client (NW, LP, TZ, MM)
3203493	5/31/2011	3.25	1,316.25 Worked on ED contracts
		23.00	9,315.00
<b>Total Hours:</b>		<b>23,00</b>	<b>9,315,00</b>

**NERA**

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
Barton Creek Plaza Building II, Suite 330  
Austin, Texas 78704  
+1 512 371 8995 Fax +1 512 371 9612  
jon.wainwright@nera.com  
www.nera.com

June 8, 2011

OFFICE OF EQUAL OPPORTUNITY

JUN 20 REC'D

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

<COPY>

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

CT# PS2010\*00212

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 03/29/11 – 04/30/11. The invoice total is \$12,438.75. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 15-Jun-2011  
Invoice No: US1624  
Project No: 49495  
Director: Jon Wainwright

Reference: For professional services for the period 03/29/11 - 04/30/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

<C0847

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	30.25		12,251.25
ECONOMIC ANALYSTS	0.75		187.50
	<hr/> 31.00	USD	<hr/> 12,438.75
	<b>Total</b>	<b>USD</b>	<b>12,438.75</b>

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

NERA Economic Consulting  
Summary of Work Performed  
From Mar 29, 2011 to Apr 30, 2011

Director: WAINWRIGHT, JON  
Project: CLEVELAND MWBE

<COPY>

Name	Week Ending	Hours	Amounts	Description
WAINWRIGHT, JON	Apr 04, 2011	6.25	\$ 2,531.25	Worked on NAICS assignment.
	Apr 11, 2011	9.50	\$ 3,847.50	Worked on NAICS assignment.
	Apr 18, 2011	9.25	\$ 3,746.25	Worked on NAICS assignment.
	Apr 25, 2011	5.25	\$ 2,126.25	Phone call with client (L. Peculis) re CD/ED records; review materials (CD-HDO records.xlsx); review latest CD file; review Ed files; correspond with client (NW, LP); phone call with client (NW, ED staff, CD staff, OEO staff).
		30.25	\$ 12,251.25	
STEWART, KIM	Apr 30, 2011	.75	\$ 187.50	Material review related to contract data and emails.
		.75	\$ 187.50	
<b>Total Hours:</b>		<b>31.00</b>		
<b>Total Amount:</b>			<b>\$ 12,438.75</b>	

**Note: week ending Apr 30, 2011 is a short week due to month end.**

# NERA

Economic Consulting

OFFICE OF EQUAL OPPORTUNITY

MAY 09 REC'D

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
1006 East 39th St.  
Austin, Texas 78751  
+1 512 371 8995 Fax +1 512 371 9612  
Direct dial: +1 512 371 8995  
jon.wainwright@nera.com  
www.nera.com

May 2, 2011

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

<COPY>

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

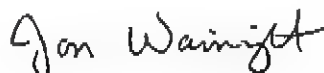
Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 02/22/11 – 03/28/11. The invoice total is \$36,066.06. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$10,579.81, and include:

- \$7,000.00 for subcontractor Colette Holt & Associates (20 hours – telephone conferences with City, review documents, telephone conferences with NERA);
- \$712.50 for J. Wesley Stewart (9.50 hours – research and administrative support; work on master directory production; work on industry code assignment);
- \$36.06 for a pro-rata share of Z5Max 2011 zip code database; and
- \$2,831.25 for temp staff in Austin (work on master directory production; work on industry code assignment).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel: 512-371-8995 Fax: 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: 26-Apr-2011  
Invoice No: US829  
Project No: 49495  
Director: Jon Wainwright

<COPY>

Reference: For professional services for the period 02/22/11 - 03/28/11 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212);

	<u>Hours</u>	<u>Currency</u>	<u>Amount</u>
OFFICERS	56.75		22,983.75
ECONOMIC ANALYSTS	8.75		2,187.50
ECONOMIC RESEARCH STAFF	1.75		315.00
OTHER PROFESSIONAL SERVICES	9.50		712.50
	<hr/> 76.75	USD	<hr/> 26,198.75
OTHER CHARGES			
Miscellaneous			36.06
Outside Services			9,831.25
			<hr/>
	Subtotal	USD	9,867.31
			<hr/>
	Total	USD	36,066.06

**Invoice is due upon receipt. Please remit payment to:**

**If by check:**

National Economic Research Associates, Inc  
PO Box 7247-6754  
Philadelphia, Pennsylvania 19170-6754  
USA

**If by electronic means:**

Bank: Citibank NA, New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic Research Associates, Inc  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**Tax ID:**

NERA Economic Consulting  
Summary of Work Performed  
From Feb 22, 2011 to Mar 28, 2011

Director: WAINWRIGHT, JON  
Project: CLEVELAND MWBE

<copy>

Name	Week Ending	Hours	Amounts	Description
BRODOFF, JOHN	Feb 28, 2011	1.75	\$ 315.00	Hoovers hapi .net sql data extraction for J. Wainwright.
		<u>1.75</u>	<u>\$ 315.00</u>	
STEWART, KIM	Feb 28, 2011	4.00	\$ 1,000.00	Contract data collection preparation.
	Mar 07, 2011	2.00	\$ 500.00	Directory collection update; email, summary, deadline to N. Walker Minor; directory collection material review; emails with N. Walker-Minor, J. Wainwright.
	Mar 14, 2011	1.75	\$ 437.50	Directory collection material review; emails with J. Wainwright; phone calls/emails with L. Peculis, J. Wainwright; material review.
	Mar 21, 2011	1.00	\$ 250.00	Teleconference.
		<u>8.75</u>	<u>\$ 2,187.50</u>	
WAINWRIGHT, JON	Feb 28, 2011	25.00	\$ 10,125.00	Worked on master prime contract file (PeopleSoft & Advantage files); correspond with client (K. Cebron; N. Walker-Minor); conference calls with client; discussions with staff (C. Holt); worked on progress report; review materials (Fed-funded documents).
	Mar 07, 2011	8.75	\$ 3,543.75	Worked on prime contract file; worked on development contract issues.
	Mar 14, 2011	4.25	\$ 1,721.25	Worked on obtaining development contracts; correspond with client (NWM); discussions with staff (KS); worked on private sector statistical analyses.
	Mar 21, 2011	10.25	\$ 4,151.25	Worked on NAICS assignment; phone call with client (NWM, CD staff).

Mar 28, 2011	8.50	\$ 3,442.50	Worked on NAICS assignment.
--------------	------	-------------	-----------------------------

<u>56.75</u>	<u>\$ 22,983.75</u>
--------------	---------------------

Total Hours:	<u>67.25</u>
Total Amount:	<u>\$ 25,486.25</u>

<copy!>

# NERA

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
1006 East 39th St.  
Austin, Texas 78751  
+1 512 371 8995 Fax +1 512 371 9612  
Direct dial: +1 512 371 8995  
jon.wainwright@nera.com  
www.nera.com

March 14, 2011

OFFICE OF EQUAL OPPORTUNITY

MAR 29 REC'D

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

<COPY>

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 01/25/11 – 02/21/11. The invoice total is \$31,273.75. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$2,850.00, and include:

- \$1,050.00 for J. Wesley Stewart (14.00 hours – research and administrative support; work on master directory production; work on industry code assignment); and
- \$1,800.00 for temp staff in Austin (work on master directory production; work on industry code assignment).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel 512-371-8995 Fax 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: Mar 22, 2011  
Invoice No: T0546  
Project: S284; Wainwright, Jon; Cust No: CCLE01 **<copy>**  
Reference: For professional services for the period 01/25/11 - 02/21/11 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212):

OFFICERS	62.75 hrs.	25,413.75
ECONOMIC ANALYSTS	10.00 hrs.	2,500.00
ECONOMIC RESEARCH STAFF	3.00 hrs.	<u>510.00</u>
		<b>\$28,423.75</b>

OTHER CHARGES		
Outside Services		1,800.00
Production and Other Reimbursable Expenses		<u>1,050.00</u>
		<b>\$2,850.00</b>

TOTAL	<b>\$31,273.75</b>
-------	--------------------

Invoice is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

NERA Economic Consulting  
Summary of Work Performed  
From Jan 25, 2011 to Feb 21, 2011

Director: WAINWRIGHT, JON  
Project: CLEVELAND MWBE

*(COPY)*

Name	Week Ending	Hours	Amounts	Description
BALLON, JOHANA	Feb 21, 2011	3.00	\$ 510.00	Web development; website setup.
		<u>3.00</u>	<u>\$ 510.00</u>	
STEWART, KIM	Feb 07, 2011	2.00	\$ 500.00	Contract data collection preparation; directory collection material review; updates.
	Feb 14, 2011	4.50	\$ 1,125.00	Contract data collection preparation; directory collection material review; updates.
	Feb 21, 2011	3.50	\$ 875.00	Contract data collection preparation; directory collection material review; updates; teleconference.
		<u>10.00</u>	<u>\$ 2,500.00</u>	
WAINWRIGHT, JON	Jan 31, 2011	10.00	\$ 4,050.00	Worked on master prime contract file (PeopleSoft & Advantage files); discussions with client (K. Cebron).
	Feb 07, 2011	12.50	\$ 5,062.50	Worked on master prime contract file (PeopleSoft & Advantage files); correspondence with client (K. Cebron; N. Walker-Minor).
	Feb 14, 2011	20.75	\$ 8,403.75	Worked on master prime contract file (PeopleSoft & Advantage files); correspondence with client (K. Cebron; N. Walker-Minor).
	Feb 21, 2011	19.50	\$ 7,897.50	Worked on master prime contract file (PeopleSoft & Advantage files); correspondence with client (K. Cebron; N. Walker-Minor); conference call with client; discussions with staff (C. Holt).
		<u>62.75</u>	<u>\$ 25,413.75</u>	
Total Hours:		<u>75.75</u>		
Total Amount:			<u>\$ 28,423.75</u>	

# NERA

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
1006 East 39th St.  
Austin, Texas 78751  
+1 512 371 8995 Fax +1 512 371 9612  
Direct dial: +1 512 371 8995  
jon.wainwright@nera.com  
www.nera.com

February 14, 2011

• rec'd 3/4/11

• Sent to Stan Kolenda  
inter-office on 3/7/11

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212) <COPY>

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 12/28/10 – 01/24/11. The invoice total is \$22,965.00. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$6,768.75, and include:

- \$1,387.50 for J. Wesley Stewart (18.50 hours – research and administrative support; work on master directory production; work on industry code assignment); and
- \$5,381.25 for temp staff in Austin (work on master directory production; work on industry code assignment).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.

Tel 512-371-8995 Fax 512-371-9612

www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

<COPY>

Date: Feb 15, 2011  
Invoice No: T0126  
Project: S284; Wainwright, Jon; Cust No: CCLE01  
Reference: For professional services for the period 12/28/10 - 01/24/11 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212):

OFFICERS	36.75 hrs.	14,883.75
ECONOMIC ANALYSTS	5.25 hrs.	<u>1,312.50</u>
		<b>\$16,196.25</b>
OTHER CHARGES		
Outside Services		5,381.25
Production and Other Reimbursable Expenses		<u>1,387.50</u>
		<b>\$6,768.75</b>
TOTAL		<b>\$22,965.00</b>

Invoice is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing: "  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

NERA Economic Consulting  
Summary of Work Performed  
From Dec 28, 2010 to Jan 24, 2011

(COPY)

**Director:** WAINWRIGHT, JON

**Project:** CLEVELAND MWBE

Name	Week Ending	Hours	Amounts	Description
STEWART, KIM	Jan 03, 2011	.50	\$ 125.00	Emails, filing, record keeping re directories.
	Jan 10, 2011	3.00	\$ 750.00	Directory collection material review; meeting with staff.
	Jan 17, 2011	1.75	\$ 437.50	Directory collection material review; discussion with staff; masjid prep and email to J. Wainwright.
		5.25	\$ 1,312.50	
WAINWRIGHT, JON	Jan 03, 2011	6.00	\$ 2,430.00	Worked on prime contract database.
	Jan 10, 2011	8.25	\$ 3,341.25	Worked on master prime contract sample.
	Jan 17, 2011	9.50	\$ 3,847.50	Worked on prime contract sample selection; worked on master directory.
	Jan 24, 2011	13.00	\$ 5,265.00	Worked on prime contract sample selection; worked on PS duplicate record issues.
		36.75	\$ 14,883.75	

<b>Total Hours:</b>	<b>42.00</b>
<b>Total Amount:</b>	<b>\$ 16,196.25</b>

**Statement**

OFFICE OF EQUAL OPPORTUNITY,

DEC 17 2010

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

<RE-BILLING>  
<DUPLICATE>

Date: 3 December 2010  
Project: S284; Wainwright, Jon; Cust No: CCLE01  
Reference: The following is a statement of open invoices for the period ending 30 November 2010 in connection with disparity study of the City of Cleveland (City Contract No. PS 201\*212):

<u>Invoice #</u>	<u>Date</u>	<u>Amount</u>	<u>Payment</u>	<u>Balance</u>
S8653	20 October 2010	14,341.25	0.00	14,341.25
S9043	18 November 2010	17,530.13	0.00	17,530.13
<b>Total:</b>		<b>31,871.38</b>	<b>Balance Due:</b>	<b>31,871.38</b>

Payment terms are "upon receipt of invoice." Your prompt remittance would be appreciated.  
Payments received after the date of this statement are not reflected.  
To request an invoice copy or other information, please contact Phyllis Ward at  
Phyllis.Ward@nera.com or call her at 914.448.4149.

Please remit payment to:

If by check:  
PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:  
Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

# NERA

Economic Consulting

National Economic Research Associates, Inc.

Tel 512-371-8995 Fax 512-371-9612

www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: Oct 20, 2010  
Invoice No: S8653  
Project: S284; Wainwright, Jon; Cust No: CCLE01  
Reference: For professional services for the period 08/24/10 - 09/27/10 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212):

OFFICERS	27.00 hrs.	10,935.00
ECONOMIC ANALYSTS	9.50 hrs.	<u>2,375.00</u>
		<b>\$13,310.00</b>

### OTHER CHARGES

Outside Services	881.25
Production and Other Reimbursable Expenses	<u>150.00</u>
	<b>\$1,031.25</b>

**TOTAL \$14,341.25**

Invoice is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

# NERA

Economic Consulting

National Economic Research Associates, Inc.

Tel 512-371-8995 Fax 512-371-9612

www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: Nov 18, 2010  
Invoice No: S9043  
Project: S284; Wainwright, Jon; Cust No: CCLE01  
Reference: For professional services for the period 09/28/10 - 10/25/10 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212):

OFFICERS	30.00 hrs.	12,150.00
ECONOMIC ANALYSTS	2.75 hrs.	687.50
		<hr/>
		<b>\$12,837.50</b>
OTHER CHARGES		
Outside Services		4,687.50
Production and Other Reimbursable Expenses		5.13
		<hr/>
		<b>\$4,692.63</b>
TOTAL		<b>\$17,530.13</b>

Invoice is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

**NERA**

Economic Consulting

OFFICE OF EQUAL OPPORTUNITY

**Jon Wainwright**  
Vice President

FEB 01 REC'D

• Sent to  
Stan Kolenda  
inter-office

on  
2/3/11

National Economic Research Associates, Inc.  
1006 East 39th St.  
Austin, Texas 78751  
+1 512 371 8995 Fax +1 512 371 9612  
Direct dial: +1 512 371 8995  
jon.wainwright@nera.com  
www.nera.com

January 19, 2011

• Processed 2/8/11  
PRC #3886

• Check #1001927 (2/10/11)

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

<COPY>

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 11/23/10 – 12/27/10. The invoice total is \$2,837.06. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$1,348.31, and include:

- \$806.25 for J. Wesley Stewart (10.75 hours – administrative and research support; work on master directory production; work on industry code assignment);
- \$487.50 for temp staff in Austin (work on master directory production); and
- \$54.56 for shipping.

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.

Tel 512-371-8995 Fax 512-371-9612

www.nera.com

## Invoice

Director, Office of Equal Opportunity

City of Cleveland, Ohio

Room 335, City Hall

601 Lakeside Avenue

Cleveland, Ohio 44114

USA

Date: Jan 19, 2011

Invoice No: S9780

Project: S284; Wainwright, Jon; Cust No; CCLE01

Reference: For professional services for the period 11/23/10 - 12/27/10 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212):

OFFICERS	2.75 hrs.	1,113.75
ECONOMIC ANALYSTS	1.50 hrs.	<u>375.00</u>
		<b>\$1,488.75</b>
OTHER CHARGES		
Outside Services		487.50
Production and Other Reimbursable Expenses		<u>860.81</u>
		<b>\$1,348.31</b>

<COPY>

TOTAL **\$2,837.06**

Invoice is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

NERA Economic Consulting  
Summary of Work Performed  
From Nov 23, 2010 to Dec 27, 2010

**Director:** WAINWRIGHT, JON

**Project:** CLEVELAND MWBE

Name	Week Ending	Hours	Amounts	Description
STEWART, KIM	Nov 29, 2010	.50	\$ 125.00	Directory collection material review; discussion with staff.
	Dec 06, 2010	1.00	\$ 250.00	Directory collection material review; emails.
		<u>1.50</u>	<u>\$ 375.00</u>	
WAINWRIGHT, JON	Nov 29, 2010	2.75	\$ 1,113.75	Worked on prime contractor industry classification files.
		<u>2.75</u>	<u>\$ 1,113.75</u>	
<b>&lt;COPY&gt;</b>				
<b>Total Hours:</b>		<u>4.25</u>		
<b>Total Amount:</b>			<u>\$ 1,488.75</u>	

**NERA**

Economic Consulting

OFFICE OF EQUAL OPPORTUNITY

DEC 28 2010

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
1006 East 39th St.  
Austin, Texas 78751  
+1 512 371 8995 Fax +1 512 371 9612  
Direct dial: +1 512 371 8995  
jon.wainwright@nera.com  
www.nera.com

December 20, 2010

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

Sent to Stan  
12/29/10  
Processed 2/1/11  
PRC #2873 CK# 1001401

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212) <COPY>

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 10/26/10 – 11/22/10. The invoice total is \$14,361.25. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$1,050.00, and include:

- \$225.00 for J. Wesley Stewart (3.00 hours – administrative and research support; work on master directory production); and
- \$825.00 for temp staff in Austin (work on master directory production).

Should you have any questions regarding this invoice, please contact me.

Sincerely,

*Jon Wainwright*

Jon Wainwright  
Vice President

JW:gp  
Enclosures

COPY

# NERA

Economic Consulting

National Economic Research Associates, Inc.

Tel 512-371-8995 Fax 512-371-9612

www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: Dec 21, 2010  
Invoice No: S9456  
Project: S284; Walnwright, Jon; Cust No: CCLE01  
Reference: For professional services for the period 10/26/10 - 11/22/10 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212):

OFFICERS	32.25 hrs.	13,061.25
ECONOMIC ANALYSTS	1.00 hrs.	<u>250.00</u>
		<b>\$13,311.25</b>
OTHER CHARGES		
Outside Services		825.00
Production and Other Reimbursable Expenses		<u>225.00</u>
		<b>\$1,050.00</b>

**TOTAL \$14,361.25**

Invoice is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

NERA Economic Consulting  
Summary of Work Performed  
From Oct 26, 2010 to Nov 22, 2010

Director: WAINWRIGHT, JON  
Project: CLEVELAND MWBE

<COPY>

Name	Week Ending	Hours	Amounts	Description
STEWART, KIM	Nov 15, 2010	1.00	\$ 250.00	Directory collection material review; discussion with staff.
		1.00	\$ 250.00	
WAINWRIGHT, JON	Nov 08, 2010	9.75	\$ 3,948.75	Review materials; worked on master prime contract file; worked on progress materials; corresponded with client.
	Nov 15, 2010	22.50	\$ 9,112.50	Worked on prime contract database; review BOC materials.
		32.25	\$ 13,061.25	
Total Hours:		33.25		
Total Amount:			\$ 13,311.25	

# NERA

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
1006 East 39th St.  
Austin, Texas 78751  
+1 512 371 8995 Fax +1 512 371 9612  
Direct dial: +1 512 371 8995  
jon.wainwright@nera.com  
www.nera.com

November 16, 2010

Natoya J. Walker Minor  
Chief of Public Affairs  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Natoya:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 09/28/10 – 10/25/10. The invoice total is \$17,530.13. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$4,692.63, and include:

- \$4,687.50 for temp staff in Austin (work on master directory production), and
- \$5.13 for shipping.

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel 512-371-8995 Fax 512-371-9612  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Date: Nov 18, 2010  
Invoice No: S9043  
Project: S284; Wainwright, Jon; Cust No: CCLE01  
Reference: For professional services for the period 09/28/10 - 10/25/10 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212):

OFFICERS	30.00 hrs.	12,150.00
ECONOMIC ANALYSTS	2.75 hrs.	<u>687.50</u>
		<b>\$12,837.50</b>
OTHER CHARGES		
Outside Services		4,687.50
Production and Other Reimbursable Expenses		<u>5.13</u>
		<b>\$4,692.63</b>
TOTAL		<b>\$17,530.13</b>

Invoice Is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

NERA Economic Consulting  
Summary of Work Performed  
From Sep 28, 2010 to Oct 25, 2010

**Director:** WAINWRIGHT, JON  
**Project:** CLEVELAND MWBE

<b>Name</b>	<b>Week Ending</b>	<b>Hours</b>	<b>Amounts</b>	<b>Description</b>
STEWART, KIM	Oct 04, 2010	1.75	\$ 437.50	Directory collection material review and discussion with staff; directory collection update; phone call with stakeholder group re directory collection.
	Oct 18, 2010	1.00	\$ 250.00	Directory collection record review; discussion with staff; update to J. Wainwright.
		<u>2.75</u>	<u>\$ 687.50</u>	
WAINWRIGHT, JON	Oct 04, 2010	16.75	\$ 6,783.75	Review materials from initial data request; worked on master prime contract file.
	Oct 18, 2010	7.50	\$ 3,037.50	Worked on master directory; review City contract materials.
	Oct 25, 2010	5.75	\$ 2,328.75	Worked on master prime/sub database.
		<u>30.00</u>	<u>\$ 12,150.00</u>	
<b>Total Hours:</b>		<u><b>32.75</b></u>		
<b>Total Amount:</b>			<u><b>\$ 12,837.50</b></u>	

**NERA**

Economic Consulting

**Jon Wainwright**  
Vice President

National Economic Research Associates, Inc.  
1006 East 39th St.  
Austin, Texas 78751  
+1 512 371 8995 Fax +1 512 371 9612  
Direct dial: +1 512 371 8995  
jon.wainwright@nera.com  
www.nera.com

October 20, 2010

Director  
Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114

RE: City of Cleveland Disparity Study (City Contract No. PS 201\*212)

Dear Sir/Madam:

Enclosed please find our invoice for services rendered in connection with the above-captioned matter for the period 08/24/10 – 09/27/10. The invoice total is \$14,341.25. Also enclosed is a summary of work performed that shows staff hours and a description of tasks.

Out-of-pocket expenses total \$1,031.25, and include:

- \$150.00 for J. Wesley Stewart (2.00 hours – administrative and research support; work on master directory production); and
- \$881.25 for temp staff in Austin (work on master directory production).

Should you have any questions regarding this invoice, please contact me.

Sincerely,



Jon Wainwright  
Vice President

JW:gp  
Enclosures

# NERA

Economic Consulting

National Economic Research Associates, Inc.  
Tel 512-371-8995 Fax 512-371-9812  
www.nera.com

## Invoice

Director, Office of Equal Opportunity  
City of Cleveland, Ohio  
Room 335, City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
USA

Stan,  
here are the  
documents I emailed  
you about  
- Lynn Perks, CEO

OFFICE OF EQUAL OPPORTUNITY  
OCT 26 2010

Date: Oct 20, 2010  
Invoice No: S8653  
Project: S284; Wainwright, Jon; Cust No: CCLE01  
Reference: For professional services for the period 08/24/10 - 09/27/10 in connection with  
disparity study of the City of Cleveland (City Contract No. PS 201\*212).

OFFICERS	27.00 hrs.	10,935.00
ECONOMIC ANALYSTS	9.50 hrs.	<u>2,375.00</u>
		<b>\$13,310.00</b>
OTHER CHARGES		
Outside Services		881.25
Production and Other Reimbursable Expenses		<u>150.00</u>
		<b>\$1,031.25</b>
TOTAL		<b>\$14,341.25</b>

Invoice is Due upon Receipt. Please remit payment to:

If by check:

PO Box 7247-6754  
Philadelphia, PA 19170-6754  
USA

Fed Tax ID No:

If by electronic means:

Bank: Citibank NA New York, NY  
ABA/Routing:  
Account Number:  
Account Title: National Economic  
Research Associates, Inc.  
Swift Code: CITIUS33-Citibank NA  
Chips Code: 0008

NERA Economic Consulting  
Summary of Work Performed  
From Aug 24, 2010 to Sep 27, 2010

Director: WAINWRIGHT, JON  
Project: CLEVELAND MWBE

Name	Week Ending	Hours	Amounts	Description
STEWART, KIM	Aug 30, 2010	2.75	\$ 687.50	Directory collection, discussion with staff; material review.
	Sep 06, 2010	2.00	\$ 500.00	Work on subcontracts; emails, phone calls with H. Olbeter.
	Sep 13, 2010	.50	\$ 125.00	Directory collection material review; discussion with staff; email with J. Wainwright.
	Sep 20, 2010	2.50	\$ 625.00	Directory collection material review; emails with J. Wainwright; phone call with N. Walker; discussion with staff.
	Sep 27, 2010	1.75	\$ 437.50	Email with J. Wainwright; discussion re directory collection with staff; material review.
		<u>9.50</u>	<u>\$ 2,375.00</u>	
WAINWRIGHT, JON	Aug 30, 2010	5.75	\$ 2,328.75	Worked on data query materials for Initiation conference/study task force conference; phone call with client (N. Walker); worked on master directory.
	Sep 13, 2010	15.00	\$ 6,075.00	Worked on data review; correspond with client.
	Sep 20, 2010	2.25	\$ 911.25	Conference call with client re data; reviewed data submissions from client; discussions with staff re MBE/FBE registry and master directory.
	Sep 27, 2010	4.00	\$ 1,620.00	Review initial data acquired.
		<u>27.00</u>	<u>\$ 10,935.00</u>	
<b>Total Hours:</b>		<b>36.50</b>		
<b>Total Amount:</b>			<b>\$ 13,310.00</b>	

## City of Cleveland Disparity Study

### Progress Report

<i>Sponsoring Agency:</i>	City of Cleveland, Ohio
<i>Primary Contact:</i>	Natoya Walker Minor, Chief of Public Affairs, Mayor's Office of Equal Opportunity
<i>Performing Agency:</i>	NERA Economic Consulting
<i>Primary Contact:</i>	Jon Wainwright, Vice President, NERA
<i>Reporting Period:</i>	26 October 2010 – 22 November 2010

<i>Total Contract Amount:</i>	\$757,602.00
<i>Amount Invoiced to Date:</i>	\$46,232.63**
<i>Total Outstanding:</i>	\$17,530.13
<i>Amount Outstanding 0-30 Days:</i>	\$17,530.13
<i>Amount Outstanding 30-60 Days:</i>	\$0.00
<i>Amount Outstanding 60-90 Days:</i>	\$0.00
<i>Percent of Project Completed:</i>	18.0%
<i>Original Completion Date:</i>	August 23, 2011
<i>Estimated Completion Date:</i>	August 23, 2011

\*\* Outstanding amounts are as of 12/15/2010. Invoice #3, for the November billing period, in the amount of \$14,361.25, has been processed and should be received by the City within the next 7-10 business days.

**City of Cleveland Disparity Study - Progress Report - Through 11/22/2010**

PERIOD: Through 11/22/2010

TASK/SUB TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
<b>Project Initiation Conference</b>			
Identify key managers with responsibility for construction contract administration.	50%	60%	We have Lu Ambroz (Civil Service); Percy Dangerfield (DPC); Are there any others we should add -- Public Service, Public Utility, Public Safety, Community Development, Community Relations, Economic Development, Finance, Parks?
Identify key managers with responsibility for professional and consulting services contract administration.	50%	60%	We have Lu Ambroz (Civil Service); Percy Dangerfield (DPC); Are there any others we should add -- Public Service, Public Utility, Public Safety, Community Development, Community Relations, Economic Development, Finance, Parks?
Identify key managers agency with responsibility for goods and services contract administration.	50%	60%	We have Lu Ambroz (Civil Service); Percy Dangerfield (DPC); Are there any others we should add -- Public Service, Public Utility, Public Safety, Community Development, Community Relations, Economic Development, Finance, Parks?
Identify key managers with responsibility for M/WBE and DBE/ACDBE Program administration.		100%	Natoya Walker-Minor (OEO), Lisa Dent (OEO), Jermaine Brooks (OEO), Michael Curry (OEO); Herlinda ?? (DPC)
Identify legal staff with responsibility for M/WBE and DBE/ACDBE Program matters.		100%	Jeff Marks (Law)
Designate a Study Task Force consisting of the City's Project Manager and the previously identified managers and legal counsel.		100%	
Submit Initial Data Request to Project Manager.		100%	
Review Initial Data Requests with Study Task Force.		100%	
Receive feedback and other input from Study Task Force concerning each item listed in the Initial Data Requests.		100%	
Refine and finalize the Initial Data Requests as necessary based on Study Task Force feedback.	5%	95%	Outstanding requests remain for OEO matrices, and monthly reports and affidavits covering the study time period.
Work with the Project Manager to assign responsibility for facilitating our team's access to each item in the Initial Data Requests to specific Study Task Force members.	5%	95%	
Develop first-tier subcontracting data collection plan for contract data in consultation with the Study Task Force	5%	80%	Review of BOC docs and Peoplesoft files is ongoing.
<b>Fill Final Data Requests</b>			
Conduct telephone and e-mail follow-up with those Study Task Force members designated as the point of contact for each data item in the Final Data Request to secure access to each requested data item.	5%	95%	City project team has been terrific and very timely in responding to the data requests.
Review all received data items for completeness and consistency with the Final Data Request.	5%	75%	
Schedule and conduct on site follow-up, if necessary, to collect hard copy records in cases where electronic data cannot be provided.	N/A	N/A	

**City of Cleveland Disparity Study - Progress Report - Through 11/22/2010**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Work with Project Manager to troubleshoot any difficulties in obtaining data.	5%	95%	
<b>Assemble Master M/W/DBE Directory</b>			
Identify and acquire all listings or directories of M/WBE or DBE firms maintained or used by the City.		100%	
Identify other public jurisdictions that maintain separate listings or directories of minority- and women-owned firms, including cities, counties, and special districts.		100%	
Identify other public jurisdictions that share listings or directories of M/WBE firms, including cities, counties, and special districts.		100%	
Identify private entities that maintain listings or directories of minority- and women-owned firms, including private sector firms that run supplier diversity programs and for-profit firms that compile/distribute such directories.		100%	
Acquire copies, where permitted, of all directories and lists identified above.	90%	90%	
Work with Project Manager to resolve confidentiality, data-sharing, or other concerns that may arise with some jurisdictions.	25%	25%	By email on 11/15, we submitted to spreadsheets. Once containing directories that we need the City's help to obtain and the other a master list of all entities identified for the City to review. Please let us know if you have questions or need assistance in responding to this request.
Keypunch hard copy lists or directories where electronic data are not available.	5%	95%	
Perform a computer-assisted match-merge of all electronic directories and lists.	10%	85%	
Add a unique key field to the Master M/WBE Directory to facilitate cross-referencing to business universe data drawn from the Dun & Bradstreet MarketPlace database.	5%	95%	
<b>Legal Standards &amp; Design Strategies for Constitutional M/W/DBE Programs</b>			
Review & evaluate relevant case law	10%	40%	We have a head start on this project task due to the work that was done for NEORSD.
Prepare draft report chapter on legal standards	0%	0%	
Prepare draft report chapter on design strategies	0%	0%	
<b>Prepare Master Contract/Subcontract Database</b>			
Keypunch hard copy records as necessary.	0%	0%	
Import all electronic data into Stata	65%	85%	

**City of Cleveland Disparity Study - Progress Report - Through 11/22/2010**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Create relational database structure linking existing subcontractor records to existing to subcontract records, subcontracts to prime contracts, and prime contracts to prime contractors.	25%	30%	
Create and/or clean-up variable names, variable labels, data labels, and data definitions.	15%	20%	
Ensure field values are consistent within prime contract, subcontract, prime contractor, and subcontractor	5%	10%	
Remove duplicate records and field values.	5%	10%	
Assign race and gender status based on reconciled race and sex fields.	0%	0%	
Assign county values based on city and state or zip code.	0%	0%	
Assign detailed industry classification codes to each contractor, consultant, subcontractor, subconsultant, and supplier in the Database.	10%	10%	
Selected statistically representative sample of prime contracts, stratified by dollar size, major procurement category, and time.	0%	0%	
Prepare cover letter and subcontract data collection forms.	5%	5%	
Distribute subcontract data collection packets to sampled prime contractors.	0%	0%	
Conduct intensive follow-up with prime contractors to obtain the requested subcontract information.	0%	0%	
<b>Determine Relevant Geographic Market &amp; Relevant Product Markets</b>			
Using the Master Contract/Subcontract Database, collapse the dollar amounts according to county/state or zip code.	0%	0%	
Sort resulting records by dollar amount, create a cumulative distribution, and define the geographic market based on the top 75 percent of the geographic distribution.	0%	0%	
Using the Master Contract/Subcontract Database, collapse the dollar amounts according to detailed industry code.	0%	0%	
Sort resulting records by dollar amount, create a cumulative distribution, and define the product markets based on the top 75 percent of the industry distribution.	0%	0%	
License Dun & Bradstreet MarketPlace data based on the defined geographic and product markets.	0%	0%	
<b>Review Race- &amp; Sex-Neutral Approaches to Promoting M/W/DBE Participation</b>			

**City of Cleveland Disparity Study - Progress Report - Through 11/22/2010**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Compile information on the City's race-neutral programs	10%	10%	
Evaluate race-neutral contracting policies & procedures for adverse impacts on M/W/DBEs	0%	0%	
Collect data, if available, on utilization in race-neutral programs	0%	0%	
Prepare draft report chapter on race-neutral activities	0%	0%	
<b>Private Sector Disparity Analysis: Results from the Survey of Business Owners</b>			
Prepare SBO dataset for analysis		100%	We have a head start on this project task due to the work that was done for NEORSO.
Produce descriptive statistics, disparity comparisons, & statistical tests	0%	30%	
Prepare draft report section on SBO data	0%	0%	
<b>Private Sector Disparity Analysis: Business Formation Disparities &amp; Business Owner Earnings Disparities</b>			
Prepare ACS PUMS datasets for analysis	0%	0%	We plan to use the 2007-2009 ACS PUMS rather than the 2006-2008 we used for NEORSO. The Census Bureau has not announced the release schedule for this, but we expect it to fall within the time frame for study completion.
Produce descriptive statistics, regression analyses, statistical tests	0%	0%	
Prepare draft report section on ACS PUMS	0%	0%	
<b>Private Sector Disparity Analysis: Discrimination in Commercial Capital Markets</b>			
Prepare SSBF dataset for analysis		100%	We have a head start on this project task due to the work that was done for NEORSO.
Produce descriptive statistics, regression analyses, statistical tests		100%	
Prepare draft report chapter on SSBF	0%	0%	
<b>Merge Master M/W/DBE Directory &amp; Baseline Business Universe Population</b>			
Merge master M/W/DBE directory w/ baseline business universe population	0%	0%	

**City of Cleveland Disparity Study - Progress Report - Through 11/22/2010**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
<b>Anecdotal Evidence of Discrimination (Quantitative): Business Experience Surveys</b>			
Generate mail survey sampling frame		100%	This project task is virtually complete due to the work that was done for NEORSD.
Design mail survey instrument		100%	
Obtain survey cover letter		100%	
Administer business experience survey		100%	
Produce descriptive statistics, regression analysis, & statistical tests		100%	
Produce descriptive statistics & statistical tests for non-response surveys		100%	
Prepare draft report section on mail survey results	0%	0%	
<b>Anecdotal Evidence of Discrimination (Qualitative): Business Owner Interviews</b>			
Develop written interview questions/focus group protocols	0%	0%	
Conduct outreach to publicize focus group sessions	0%	0%	
Follow-up to secure participation in interviews	0%	0%	
Conduct interviews	0%	0%	
Prepare draft report sections on focus group results-disparity evidence	0%	0%	
Prepare draft report sections on focus group results-policy review evidence	0%	0%	
<b>Apply Race &amp; Sex Misclassification &amp; Non-Classification Adjustment Factors</b>			
Prepare misclassification/non-classification survey instrument	0%	0%	
Select statistical sample	0%	0%	

**City of Cleveland Disparity Study - Progress Report - Through 11/22/2010**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Conduct misclassification/non-classification phone surveys	0%	0%	
Code survey results, analyze bias-correction factors	0%	0%	
<b>Produce Public Sector M/W/DBE Utilization Estimates</b>			
Calculate preliminary utilization estimates	0%	0%	
Calculate final utilization estimates	0%	0%	
Prepare draft report chapter on utilization	0%	0%	
<b>Produce M/W/DBE Availability Estimates</b>			
Calculate preliminary availability estimates	0%	0%	
Apply misclassification/non-classification bias adjustments	0%	0%	
Calculate final availability estimates	0%	0%	
Prepare draft report chapter on availability	0%	0%	
<b>Produce Public Sector Disparity Analyses</b>			
Produce statistical comparison availability utilization	0%	0%	
Produce disparity indices for all categories	0%	0%	
Apply statistical significance testing, report results	0%	0%	
Prepare draft report chapter on disparity	0%	0%	
<b>Procurement Review &amp; Program Design Recommendations</b>			
Review City's existing contracting and procurement policies and procedures.	10%	30%	Program review data request submitted to City on 11/1. City provided requested materials on 11/11. Thank you!

**City of Cleveland Disparity Study - Progress Report - Through 11/22/2010**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Review the Study's findings regarding availability, disparity, and race-neutral measures.	0%	0%	
Prepare recommendations based on study findings	0%	0%	
<b>Prepare Draft Study Reports &amp; Final Study Reports</b>			
Prepare draft study report & submit for comments	0%	0%	
Prepare final study report	0%	0%	
<b>Presentation of Final Study Report</b>			
Present final report & findings to the client in Cleveland	0%	0%	
<b>Problems Encountered / Proposed Changes / Recommendations</b>			

## City of Cleveland Disparity Study

### Progress Report

<i>Sponsoring Agency:</i>	City of Cleveland, Ohio
<i>Primary Contact:</i>	Natoya Walker Minor, Chief of Public Affairs, Mayor's Office of Equal Opportunity
<i>Performing Agency:</i>	NERA Economic Consulting
<i>Primary Contact:</i>	Jon Wainwright, Vice President, NERA
<i>Reporting Period:</i>	23 November 2010 – 21 February 2011

<i>Total Contract Amount:</i>	\$757,602.00
<i>Amount Invoiced to Date:</i>	\$72,034.69**
<i>Total Outstanding:</i>	\$22,965.00
<i>Amount Outstanding 0-30 Days:</i>	\$22,965.00
<i>Amount Outstanding 30-60 Days:</i>	\$0.00
<i>Amount Outstanding 60-90 Days:</i>	\$0.00
<i>Percent of Project Completed:</i>	22.0%
<i>Original Completion Date:</i>	August 23, 2011
<i>Estimated Completion Date:</i>	August 31, 2011

\*\* Outstanding amounts are as of 2/25/2011. This total does not include Invoice #6, for the February billing period, in the amount of \$31,273.75, which is being processed and should be received by the City in the near future.

**City of Cleveland Disparity Study - Progress Report - Through 2/21/2011**

PERIOD: Through 2/21/2010

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
<b>Project Initiation Conference</b>			
Identify key managers with responsibility for construction contract administration.	50%	60%	We have Lu Ambroz (Civil Service); Percy Dangerfield (DPC); Are there any others we should add -- Public Service, Public Utility, Public Safety, Community Development, Community Relations, Economic Development, Finance, Parks?
Identify key managers with responsibility for professional and consulting services contract administration.	50%	60%	We have Lu Ambroz (Civil Service); Percy Dangerfield (DPC); Are there any others we should add -- Public Service, Public Utility, Public Safety, Community Development, Community Relations, Economic Development, Finance, Parks?
Identify key managers agency with responsibility for goods and services contract administration.	50%	60%	We have Lu Ambroz (Civil Service); Percy Dangerfield (DPC); Are there any others we should add -- Public Service, Public Utility, Public Safety, Community Development, Community Relations, Economic Development, Finance, Parks?
Identify key managers with responsibility for M/WBE and DBE/ACDBE Program administration.		100%	Natoya Walker-Minor (OEO), Lisa Dent (OEO), Jermaine Brooks (OEO), Michael Curry (OEO); Hertinda Bradley (DPC)
Identify legal staff with responsibility for M/WBE and DBE/ACDBE Program matters.		100%	Jeff Marks (Law)
Designate a Study Task Force consisting of the City's Project Manager and the previously identified managers and legal counsel.		100%	
Submit Initial Data Request to Project Manager.		100%	
Review Initial Data Requests with Study Task Force.		100%	
Receive feedback and other input from Study Task Force concerning each item listed in the Initial Data Requests.		100%	
Refine and finalize the Initial Data Requests as necessary based on Study Task Force feedback.	5%	100%	
Work with the Project Manager to assign responsibility for facilitating our team's access to each item in the Initial Data Requests to specific Study Task Force members.	5%	95%	
Develop first-tier subcontracting data collection plan for contract data in consultation with the Study Task Force	20%	100%	
<b>Fill Final Data Requests</b>			
Conduct telephone and e-mail follow-up with those Study Task Force members designated as the point of contact for each data item in the Final Data Request to secure access to each requested data item.	5%	95%	Still need Airport concession files, eight DPC projects with question marks concerning presence of federal-funding still need to be resolved.
Review all received data items for completeness and consistency with the Final Data Request.	20%	95%	
Schedule and conduct on site follow-up, if necessary, to collect hard copy records in cases where electronic data cannot be provided.	N/A	N/A	

City of Cleveland Disparity Study - Progress Report - Through 2/21/2011

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Work with Project Manager to troubleshoot any difficulties in obtaining data.	5%	95%	
<b>Assemble Master M/W/DBE Directory</b>			
Identify and acquire all listings or directories of M/WBE or DBE firms maintained or used by the City.		100%	
Identify other public jurisdictions that maintain separate listings or directories of minority- and women-owned firms, including cities, counties, and special districts.		100%	
Identify other public jurisdictions that share listings or directories of M/WBE firms, including cities, counties, and special districts.		100%	
Identify private entities that maintain listings or directories of minority- and women-owned firms, including private sector firms that run supplier diversity programs and for-profit firms that compile/distribute such directories.		100%	
Acquire copies, where permitted, of all directories and lists identified above.	5%	95%	
Work with Project Manager to resolve confidentiality, data-sharing, or other concerns that may arise with some jurisdictions.	5%	30%	By email on 11/15, we submitted two spreadsheets. Once containing directories that we need the City's help to obtain and the other a master list of all entities identified for the City to review. Please let us know if you have questions or need assistance in responding to this request.
Key punch hard copy lists or directories where electronic data are not available.	5%	95%	
Perform a computer-assisted match-merge of all electronic directories and lists.	10%	95%	
Add a unique key field to the Master M/WBE Directory to facilitate cross-referencing to business universe data drawn from the Dun & Bradstreet MarketPlace database.	5%	95%	
<b>Legal Standards &amp; Design Strategies for Constitutional M/W/DBE Programs</b>			
Review & evaluate relevant case law	5%	45%	We have a head start on this project task due to the work that was done for NEORSO.
Prepare draft report chapter on legal standards	0%	0%	
Prepare draft report chapter on design strategies	0%	0%	
<b>Prepare Master Contract/Subcontract Database</b>			
Key punch hard copy records as necessary.	0%	0%	
Import all electronic data into Stata	15%	100%	

Phone calls

**City of Cleveland Disparity Study - Progress Report - Through 2/21/2011**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Create relational database structure linking existing subcontractor records to existing to subcontract records, subcontracts to prime contracts, and prime contracts to prime contractors.	5%	35%	
Create and/or clean-up variable names, variable labels, data labels, and data definitions.	15%	35%	
Ensure field values are consistent within prime contract, subcontract, prime contractor, and subcontractor	25%	35%	
Remove duplicate records and field values.	25%	35%	
Assign race and gender status based on reconciled race and sex fields.	35%	35%	
Assign county values based on city and state or zip code.	35%	35%	
Assign detailed industry classification codes to each contractor, consultant, subcontractor, subconsultant, and supplier in the Database.	20%	30%	
Selected statistically representative sample of prime contracts, stratified by dollar size, major procurement category, and time.	80%	80%	
Prepare cover letter and subcontract data collection forms.	90%	95%	
Distribute subcontract data collection packets to sampled prime contractors.	0%	0%	
Conduct intensive follow-up with prime contractors to obtain the requested subcontract information.	0%	0%	
<b>Determine Relevant Geographic Market &amp; Relevant Product Markets</b>			
Using the Master Contract/Subcontract Database, collapse the dollar amounts according to county/state or zip code.	0%	0%	
Sort resulting records by dollar amount, create a cumulative distribution, and define the geographic market based on the top 75 percent of the geographic distribution.	0%	0%	
Using the Master Contract/Subcontract Database, collapse the dollar amounts according to detailed industry code.	0%	0%	
Sort resulting records by dollar amount, create a cumulative distribution, and define the product markets based on the top 75 percent of the Industry distribution.	0%	0%	
License Dun & Bradstreet MarketPlace data based on the defined geographic and product markets.	0%	0%	
<b>Review Race- &amp; Sex-Neutral Approaches to Promoting M/W/DBE Participation</b>			

**City of Cleveland Disparity Study - Progress Report - Through 2/21/2011**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Compile information on the City's race-neutral programs	10%	10%	
Evaluate race-neutral contracting policies & procedures for adverse impacts on M/W/DBEs	0%	0%	
Collect data, if available, on utilization in race-neutral programs	0%	0%	
Prepare draft report chapter on race-neutral activities	0%	0%	
<b>Private Sector Disparity Analysis: Results from the Survey of Business Owners</b>			
Prepare SBO dataset for analysis		100%	We have a head start on this project task due to the work that was done for NEORSD.
Produce descriptive statistics, disparity comparisons, & statistical tests	0%	30%	
Prepare draft report section on SBO data	0%	0%	
<b>Private Sector Disparity Analysis: Business Formation Disparities &amp; Business Owner Earnings Disparities</b>			
Prepare ACS PUMS datasets for analysis	5%	5%	We plan to use the 2007-2009 ACS PUMS rather than the 2006-2008 we used for NEORSD. The Census Bureau released the new data on 2/22/2011.
Produce descriptive statistics, regression analyses, statistical tests	0%	0%	
Prepare draft report section on ACS PUMS	0%	0%	
<b>Private Sector Disparity Analysis: Discrimination in Commercial Capital Markets</b>			
Prepare SSBF dataset for analysis		100%	We have a head start on this project task due to the work that was done for NEORSD.
Produce descriptive statistics, regression analyses, statistical tests		100%	
Prepare draft report chapter on SSBF	0%	0%	
<b>Merge Master M/W/DBE Directory &amp; Baseline Business Universe Population</b>			
Merge master M/W/DBE directory w/ baseline business universe population	0%	0%	

**City of Cleveland Disparity Study - Progress Report - Through 2/21/2011**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
<b>Anecdotal Evidence of Discrimination (Quantitative): Business Experience Surveys</b>			
Generate mail survey sampling frame		100%	This project task is virtually complete due to the work that was done for NEORSD.
Design mail survey instrument		100%	
Obtain survey cover letter		100%	
Administer business experience survey		100%	
Produce descriptive statistics, regression analysis, & statistical tests		100%	
Produce descriptive statistics & statistical tests for non-response surveys		100%	
Prepare draft report section on mail survey results	0%	0%	
<b>Anecdotal Evidence of Discrimination (Qualitative): Business Owner Interviews</b>			
Develop written interview questions/focus group protocols	5%	5%	
Conduct outreach to publicize focus group sessions	0%	0%	
Follow-up to secure participation in interviews	0%	0%	
Conduct interviews	0%	0%	
Prepare draft report sections on focus group results-disparity evidence	0%	0%	
Prepare draft report sections on focus group results-policy review evidence	0%	0%	
<b>Apply Race &amp; Sex Misclassification &amp; Non Classification Adjustment Factors</b>			
Prepare misclassification/non-classification survey instrument	5%	5%	
Select statistical sample	0%	0%	

**City of Cleveland Disparity Study - Progress Report - Through 2/21/2011**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Conduct misclassification/non-classification phone surveys	0%	0%	
Code survey results, analyze bias-correction factors	0%	0%	
<b>Produce Public Sector M/W/DBE Utilization Estimates</b>			
Calculate preliminary utilization estimates	0%	0%	
Calculate final utilization estimates	0%	0%	
Prepare draft report chapter on utilization	0%	0%	
<b>Produce M/W/DBE Availability Estimates</b>			
Calculate preliminary availability estimates	0%	0%	
Apply misclassification/non-classification bias adjustments	0%	0%	
Calculate final availability estimates	0%	0%	
Prepare draft report chapter on availability	0%	0%	
<b>Produce Public Sector Disparity Analyses</b>			
Produce statistical comparison availability utilization	0%	0%	
Produce disparity indices for all categories	0%	0%	
Apply statistical significance testing, report results	0%	0%	
Prepare draft report chapter on disparity	0%	0%	
<b>Procurement Review &amp; Program Design Recommendations</b>			
Review City's existing contracting and procurement policies and procedures.	5%	35%	

**City of Cleveland Disparity Study - Progress Report - Through 2/21/2011**

TASK/SUB-TASK	Percent Completed This Period	Percent Completed to Date	COMMENTS
Review the Study's findings regarding availability, disparity, and race-neutral measures.	0%	0%	
Prepare recommendations based on study findings	0%	0%	
Prepare Draft Study Reports & Final Study Reports			
Prepare draft study report & submit for comments	0%	0%	
Prepare final study report	0%	0%	
Presentation of Final Study Report			
Present final report & findings to the client in Cleveland	0%	0%	
Problems Encountered / Proposed Changes / Recommendations			

**Peculis, Lynn**

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**From:** Kolenda, Stan  
**Sent:** Thursday, December 16, 2010 10:02 AM  
**To:** Peculis, Lynn  
**Subject:** RE: Invoice for NERA contract PS201\*212

done

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**From:** Peculis, Lynn  
**Sent:** Tuesday, December 14, 2010 5:31 PM  
**To:** Kolenda, Stan  
**Subject:** Invoice for NERA contract PS201\*212

Stan,

Attached you will find the latest disparity study invoice from NERA for contract PS201\*212.  
We have reviewed it and have no disputes about the current charges.

This afternoon I sent (via interoffice mail) the hard copies of the invoice to you.

Thanks,

Lynn Peculis  
Business Inclusion Analyst  
Office of Equal Opportunity  
601 Lakeside Avenue, #335  
Cleveland, OH 44115  
phone (216)664-2907  
email lpeculis@city.cleveland.oh.us

12/16/2010

**Peculis, Lynn**

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**From:** Kolenda, Stan  
**Sent:** Tuesday, November 23, 2010 5:29 PM  
**To:** Peculis, Lynn  
**Subject:** disparity study

Lynn,

With the help of Commissioner Sensenbrenner I was able to create, validate and submit the document. We didn't have any problems with approvals.

In the future, just send the paperwork to me and I'll process it. I prefer to have the hardcopy documents so I can maintain everything in one file.

Stan

12/20/2010

**Peculis, Lynn**

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**From:** Sensenbrenner, Richard  
**Sent:** Tuesday, November 23, 2010 8:49 AM  
**To:** Kolenda, Stan  
**Cc:** Peculis, Lynn; Carpenter, Lee; Greathouse, Regina; Moss-Walker, Lonya  
**Subject:** RE: OEO Disparity Study  
**Attachments:** S8653.pdf

Stan  
 Stop by today and Lonya and/or I can help you create the IN.

Rich

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**From:** Kolenda, Stan  
**Sent:** Monday, November 22, 2010 5:39 PM  
**To:** Sensenbrenner, Richard  
**Cc:** Peculis, Lynn; Carpenter, Lee; Greathouse, Regina  
**Subject:** OEO Disparity Study

Rich,

Help!

Last year we did a request for legislation (RL164803) to conduct a disparity study. The total amount is \$758,000. There are 3 funding sources; Airport (\$300,000), Water (\$300,000) and the General Fund, Nondepartmental (\$158,000).

Lynn Peculis from OEO contacted me about paying the invoice. She said that because she didn't have access to Nondepartmental that she could not process the invoice. I told her to send the paperwork to me and I would process the bills. This is the first payment. It is for \$14,341.25. I believe we will be billed monthly.

At this time I had forgotten about the other 2 funding sources.

When I tried to create the IN document I realized that there were 3 funding sources. The contract is PS 2010 212

As you know I very rarely pay bills and have never paid a contract with multiple funding sources.

I selected "Invoice all unselected lines" and the IN document appears to have all three lines (IN 9998 42413). At this point I stopped and decided to contact you with my questions.

- 1) Is this the correct way to create the IN document for multiple funding sources?
- 2) It looks like the reference field is 9998 for all three lines. Does this mean I have the authority to do this?
- 3) Will this also be work flowed to Water and Airport for their approvals?
- 4) There is nothing on the invoice to indicate how much is supposed to be paid for by each funding source. I am assuming that I should split the amount proportionately. Is this correct?

I don't know if any of this makes sense but please tell me I am at least heading in the right direction.

I attached a copy of the invoice. I noticed that the address for payment is different than their mailing address. I

12/20/2010

never had to set up a new address or a 1099 in the system and do not know if this has been done.

Stan